

# THE INFLUENCE OF WORK MOTIVATION AND SUPERVISION ON PERFORMANCE WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT THE BINJAI CITY FOOD SECURITY AND AGRICULTURE OFFICE

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## ABSTRACT

*Competitiveness is determined by human resources, therefore, it is necessary to make efforts to improve human resources so that the performance obtained can be improved. This study aims to determine whether motivation and supervision affect employee performance through work discipline as an intervening variable at the Food Security and Agriculture Office of Binjai City. The population in the study was 91 employees. The technique of determining the number of samples was carried out using saturated sampling techniques and obtained a sample of 91 employees. The data collection techniques used were primary data in the form of questionnaires and secondary data obtained through documentation studies. Data analysis techniques using quantitative data processed with the SPSS version 25 program, namely the t test, sobel test and path analysis. The results showed that work motivation and supervision had a significant effect on work discipline; work motivation, supervision and work discipline had a significant effect on performance; and the effect of motivation and supervision had a significant effect on performance through work discipline as an intervening variable.*

**Keyword** : Discipline, Performance, Motivation, Supervision

## 1. INTRODUCTION

HR is very important for companies in managing, organizing, utilizing employees so that they can function productively, because they have the talent, energy and creativity that are needed to achieve goals. Without people who have expertise, it is impossible for the organization to achieve its goals. To be able to compete, it is necessary to make efforts to improve human resources so that the performance carried out can increase.

HR in the organization requires good planning and management, so that it has an impact on the achievement of effective and optimal performance. Optimizing employee performance is done with various approaches, including providing motivation, supervising and implementing work discipline. In addition, the organization has an obligation to support the contribution of its employees in order to achieve predetermined goals. This is the case with what has been done by the Food Security and Agriculture Office of Binjai City in order to improve the performance of its employees.

The Food Security and Agriculture Office of Binjai City organizes Government affairs in the Food Sector, Agriculture Sector and Fisheries Sector. The Food Security Service has a big role in the Food self-

sufficiency program by optimizing land through the implementation of urban agriculture (Urban Farming). Based on the results of initial observations at the Food Security and Agriculture Office of Binjai City, employees are still not motivated to improve performance. Employees only work without paying attention to the results of their work, this is because employees feel relaxed at work because they will still get a salary without having to pay attention to their performance.

Motivation is the process of influencing or encouraging from outside to a person or work group so that they want to carry out something that has been determined. Without motivation, an employee cannot fulfill what is his motive at work so that his work target will not be met, because motivation is an impulse within a person that is related to the level, direction, and consistency of the effort a person makes at work (Samsudin, 2010: 281).

Another thing that is no less important in supporting performance improvement is supervision. Supervision is carried out to control and optimize the level of errors and shortcomings of each work carried out and the results are in accordance with the standards expected by the organization, supervision is also an action or activity carried out by the leadership to find out whether the course of work and the results are in accordance with the plan, in addition, with supervision, the potential possessed by an employee will be maximized, so as to achieve a high level of performance.

On the other hand, an effort to maximize the potential of human resources is through enforcing employee discipline. Work discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. Disciplinary action demands a punishment for employees who fail to meet established standards. Discipline greatly affects the professionalism of the workforce in that it is expected to encourage the organization to further improve the performance of its employees in accordance with the planned goals. The importance of work discipline because it has a strong impact on the organization or institution to achieve success in pursuing planned goals. An employee will mobilize all his ability to carry out work if in doing this work there is a coordinated supervision system and clear discipline rules.

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

## 2. RESEARCH METHODOLOGY

### Path Analysis

According to Imam Ghozali (2005), states that path analysis is an extension of multiple linear analysis or path analysis is the use of regression analysis to estimate the relationship between variables that have been previously determined based on theory. The amount of influence from an independent variable to the dependent variable is called the path coefficient. The path coefficient is unitless, therefore its relative meaning can be used at the same time for the conclusion that the greater the path coefficient, the relatively greater the influence given by the variable itself. The prerequisites for determining how much influence from one variable to another in the path analysis model are as follows:

- a. The relationship between variables must be a linear relationship.
- b. All residual variables have no correlation with each other.
- c. The relationship pattern between the variables is recursive.
- d. The measuring scale, both on the independent variable and the dependent variable, is at least interval.

If these requirements are met, the path coefficient can be calculated with the following rare work:

- a. Develop a complete path diagram (figure) for the relationship between variables. This path diagram reflects the proposed conceptual hypothesis so that the independent and dependent

variables are clearly visible.

- b. Calculate the amount of influence between an independent variable and the dependent variable. This calculation is based on the substructural relationship between the two independent or dependent variables with a dependent variable.

**Direct Effect, Indirect Effect and Total Effect**

Direct effect is the effect of an independent variable on the dependent variable without going through other variables called intervening variables, while indirect effect is the effect of an independent variable on the dependent variable through other variables called intervening variables and the total effect is the sum of direct effect and indirect effect simultaneously (Suci Rahayu, 2013).

**Direct Effect**

The direct influence between the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study are:

- a. The direct effect of motivation variables on work discipline (X1→Z).
- b. The direct effect of supervision variables on work discipline (X2→Z).
- c. The direct effect of motivation variables on performance (X1→Y).
- d. The direct effect of supervision variables on performance (X2→Y).
- e. The direct effect of work discipline variables on performance (Z→Y).

**Indirect Influence**

The indirect effects between the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study are:

- a. Indirect influence between motivation variables through work discipline on performance (X1→Z→Y).
- b. The indirect effect between supervision variables through work discipline on performance (X2→Z→Y).

**Total Effect**

This can be calculated by summing up the direct and indirect effects.

**3. RESULTS AND DISCUSSION**

**RESULTS**

**Results**

**Reliability Test**

Table 1.1  
Reliability Test Results

Research Variables	Conbrach's Alpha	Results
Performance (Y)	0,944	Reliable
Work Discipline (Z)	0,920	Reliable
Motivation (X1)	0,874	Reliable
Work Environment (X2)	0,944	Reliable

Source: Primary Data Processed, 2022

The instrument reliability value above shows that the level of reliability of the research instrument is adequate because it is close to 1 (>0.6). It can be concluded that the question items from each variable have explained or provided an overview of the variables studied.

Hypothesis Test Sub Model I

Table 1.2 Sub Model I t Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	53,362	9,367		5,766	,000
	Motivations	,079	,133	,058	2,561	,002
	Monitoring	,143	,148	,112	2,940	,030

a. Dependent Variable: Job Discipline

Source: Primary Data Processed, 2022

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

- 1) Motivation variable (X1) with a probability level of 0.002. Thus it can be concluded that  $P = 0.002 < \alpha = 0.05$ , accept the hypothesis that motivation has a significant effect on work discipline variables.
- 2) Supervision Variable (X2) with a probability level of 0.030. Thus it can be concluded that  $P = 0.030 < \alpha = 0.05$ , then accept the hypothesis which states that the supervision variable has a significant effect on the work discipline variable.

Thus the path analysis equation can be arranged as follows:

$$Z = 0.058 X1 + 0.112 X2$$

**The analysis equation model means:**

- 1) Motivation variable (X1) = 0.058 Motivation variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the work discipline variable will increase the value of the motivation variable by 0.058 per one unit score.
- 2) Supervision Variable (X2) = 0.112. The supervision variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the supervision variable will increase the value of the work discipline variable by 0.112 per one unit score.

**Path Analysis of Sub Model I**

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely Motivation (X1) = 0.002 and Supervision (X2) = 0.030. These results provide a conclusion that the regression of Sub Model I, namely the Motivation variable (X1) has a significant effect on work discipline (Z), and the Supervision variable (X2) has a significant effect on work discipline (Z). The amount of R<sup>2</sup> or R Square value contained in the Model Summary table is 0.692. This shows that the contribution or contribution of the influence of the Work Motivation (X1) and supervision (X2) variables to the work discipline variable (Z) is 69.2%, while the rest is the contribution of other variables not included in the study. Meanwhile, the value of  $\epsilon_1$  can be found by the formula  $\epsilon_1 = \sqrt{1-0.692} = 0.5549$ .

**Hypothesis Test of Sub Model II**

Table 1.3 Sub Model II t Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,769	9,455		3,253	,0032
	Motivations	,068	,123	,054	2,518	,008
	Monitoring	,242	,129	,179	2,778	,002
	Discipline of work	,030	,082	,024	2,329	,053

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 0.053. Thus it can be concluded that  $P = 0.053 < \alpha = 0.05$ , then accept the hypothesis that the motivation variable has a significant effect on performance.
- 2) Motivation variable (X1), with a probability level of 0.008. Thus it can be concluded that  $P = 0.008 < \alpha = 0.05$ , then reject the hypothesis stating that motivation variables have a significant effect on performance.
- 3) Supervision variable (X2), with a probability level of 0.002. Thus it can be concluded that  $P = 0.002 < \alpha = 0.05$ , then reject the hypothesis that the supervision variable has a significant effect on performance.

Thus the path analysis equation can be arranged as follows:

$$Y = 0.054 X1 + 0.179 X2 + 0.024 Z$$

**The analysis equation model means:**

- 1) Motivation variable (X1) = 0.054. The motivation variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the motivation variable will increase the value of the performance variable by 0.054 per one unit score.
- 2) Supervision Variable (X2) = 0.179. The supervision variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the Work Discipline variable will increase the value of the Performance variable by 0.179 per one unit score.
- 3) Work Discipline Variable (Z) = 0.024. The motivation variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the Work Discipline variable will increase the value of the Performance variable by 0.024 per one unit score.

**Table 1.4 Total Effect Value**

No.	Effect	Direct Effect	Indirect Effect	Total Effect
1	X1 → Y	0.056	0.062 x 0.034 = 0.002	0.058
2	X2 → Y	0.187	0.102 x 0.034 = 0.003	0.19

**DISCUSSION**

**Effect of Motivation on Motivation**

Motivation variables have a positive and significant effect on motivation at the Food Security and Agriculture Office of Binjai City. The Motivation variable has a regression coefficient value of 0.062 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Motivation variable will increase the value of job satisfaction of employees of the Food Security and Agriculture Office of Binjai City by 0.062 per one unit score.

Based on the results of testing the first hypothesis, it is known that Motivation has a significant influence on the motivation of employees of the Food Security and Agriculture Office of Binjai City. This is supported by research conducted by Erwinsyah, Muhammad Wadud and Mohd. Kurniawan DP (2015), revealed that

Motivation affects Work Discipline.

#### **Effect of Supervision on Work Discipline**

The Supervision variable has a positive and significant effect on Work Discipline at the Food Security and Agriculture Office of Binjai City. The Supervision variable has a regression coefficient value of 0.102 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Supervision variable will increase the value of Work Discipline of employees of the Food Security and Agriculture Office of Binjai City by 0.102 per one unit score.

Based on the results of testing the second hypothesis, it is known that Supervision has a significant influence on the Work Discipline of employees of the Food Security and Agriculture Office of Binjai City. This is supported by research conducted by Andi Hasryningsih Asfar and Rita Anggraeni (2020), which revealed that supervision has an effect on work discipline.

#### **Effect of Motivation on Performance**

Motivation variables have a positive and insignificant effect on performance at the Food Security and Agriculture Office of Binjai City. The Motivation variable has a regression coefficient value of 0.056 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Motivation variable will increase the value of employee performance at the Food Security and Agriculture Office of Binjai City by 0.056 per one unit score.

Based on the results of testing the third hypothesis, it is known that Motivation has a significant influence on the performance of employees of the Food Security and Agriculture Office of Binjai City. The Motivation factor is no less important in improving employee performance. Motivation can be a driving force for someone to carry out an activity in order to get the best results. Motivation is the process of providing encouragement to subordinates so that subordinates can work in line with the restrictions given in order to achieve optimal organizational goals. The findings of this study are supported by research conducted by Asrun Tonga (2018), which states that motivation has a positive and significant effect on performance.

#### **Effect of Supervision on Performance**

Supervision variables have a positive and insignificant effect on performance at the Food Security and Agriculture Office of Binjai City. The Supervision variable has a regression coefficient value of 0.187 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Supervision variable will increase the value of the Performance of the Food Security and Agriculture Office of Binjai City by 0.187 per one unit score. Based on the results of testing the fourth hypothesis, it is known that Supervision has a significant influence on the performance of employees of the Food Security and Agriculture Office of Binjai City. The results of this study are in accordance with research conducted by Nurul Huda (2018) which also states that supervision has a positive and significant effect on performance.

#### **Effect of Work Discipline on Performance**

The Work Discipline variable has a positive and significant effect on employee performance at the Food Security and Agriculture Office of Binjai City. The Work Discipline variable has a regression coefficient value of 0.034 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Work Discipline variable will increase the value of employee performance at the Food Security and Agriculture Office of Binjai City by 0.034 per one unit score.

Based on the results of testing the fifth hypothesis, it is known that Work Discipline has a significant effect on the performance of employees of the Food Security and Agriculture Office of Binjai City. This is in accordance with research conducted by Nurul Khoiriah, Sri Wahyu Lelly H.S and Wiji Utami (2019), which found that Work Discipline can improve employee performance.

#### **The Effect of Motivation on Performance through Work Discipline**

Based on the results of the sobel test calculation, it is known that the t value is 35.161, so that the calculated t value is  $35.161 > t \text{ table } 2.528$ , it can be concluded that the Work Discipline variable is able to mediate the relationship between the influence of Motivation on performance. And based on path analysis, it is known that the effect of Motivation (X1) on performance (Y) of employees of the Food Security and Agriculture Office of Binjai City is 5.8%, which consists of a direct effect of 5.6% and an indirect effect of Motivation (X1) on performance (Y) through Work Discipline (Z) of 0.2%. The results of this calculation show that the direct effect of Motivation (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that Motivation is effective in improving performance, in other words, it can be emphasized that Motivation (X1) has an influence if there is an increase in employee performance in carrying out tasks.

Based on the results of testing the sixth hypothesis, it is known that Motivation through Work Discipline has an influence on the performance of employees of the Food Security and Agriculture Office of Binjai City. The results showed that Work Discipline has a role in mediating the effect of Motivation on performance.

#### **The Effect of Supervision on Performance through Work Discipline**

**Based on the results of the sobel test calculation, it is known that the t value is 29.722, so that the calculated t value is  $29.722 > t \text{ table } 2.768$ , it can be concluded that the Work Discipline variable is able to mediate the relationship between the influence of Supervision on performance. And based on path analysis, it is known that the magnitude of the effect of Supervision (X2) on Performance (Y) of employees of the Food Security and Agriculture Office of Binjai City is 19%, which consists of a direct effect of 18.7% and an indirect effect of Supervision (X2) on Performance (Y) through Work Discipline (Z) of 0.3%. The results of this calculation show that the direct effect of Supervision (X2) on Performance (Y) is greater than the indirect effect. Thus it can be said that the effect of Supervision (X2) will be smaller to improve performance (Y) if done through Work Discipline (Z).**

Based on the results of testing the seventh hypothesis, it is known that Supervision through Work Discipline has an influence on the performance of employees of the Food Security and Agriculture Office of Binjai City. The results showed that Work Discipline has a role in mediating the influence of Supervision on Performance..

#### **4. CONCLUSIONS**

Motivation has a positive and significant effect on Work Discipline at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that providing motivation can improve employee work discipline. Supervision has a positive and significant effect on Work Discipline at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the better the supervision of employees can improve employee work discipline.

Motivation has a positive and significant effect on performance at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that providing motivation to employees can improve performance. Supervision has a positive and significant effect on performance at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that better supervision can improve employee performance. Work discipline has a positive and significant effect on performance at the Food Security and Agriculture Office of Binjai City. This means that this condition proves that the higher the work discipline can improve performance.

The effect of motivation on employee performance at the Food Security and Agriculture Office of Binjai City will be smaller if done through work discipline. The direct effect of motivation on employee performance is greater than the indirect effect of motivation on performance. It can be concluded that work discipline is not able to mediate the effect of motivation on performance.

The effect of supervision 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 supervision on performance is greater than the indirect effect of supervision on performance. It can be concluded that work discipline is able to mediate the effect of supervision on performance.

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