

# The Influence of Work Supervision on Employee Performance with Discipline as a Mediating Variable at Selong Health Center, East Lombok

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**ABSTRACT:** This study aims to explore the influence of work supervision on employee performance with work discipline as a mediating variable at Selong Health Center, East Lombok. The background of this research is based on the importance of human resource management in achieving organizational goals, particularly through supervision and work discipline. This research was conducted using a quantitative method, involving the entire population of employees at the Selong Health Center, totaling 110 people, all of whom were used as samples through a saturated sampling technique. Primary data were obtained through questionnaires focusing on aspects of work supervision, work discipline, and employee performance, while secondary data were obtained from the health center's internal documents. Data analysis was performed using path analysis to identify the direct and indirect effects between the variables studied.

The results show that work supervision has a positive and significant effect on employee discipline, meaning that effective supervision can improve employee discipline levels. Furthermore, work supervision also has a positive impact on employee performance, indicating that good supervision can increase productivity and work quality. Work discipline itself has been proven to have a positive and significant effect on employee performance, suggesting that high discipline can improve work effectiveness and efficiency. Moreover, the findings reveal that work discipline mediates the influence of work supervision on employee performance, meaning that good supervision can indirectly enhance employee performance through improved work discipline.

This study makes a significant contribution to the development of theory in the field of Human Resource Management (HRM), particularly in understanding how supervision and work discipline affect employee performance. Practically, these findings provide recommendations for the management of the Selong Health Center to pay more attention to the aspects of supervision and work discipline in efforts to improve organizational performance. These findings are also expected to serve as a reference for future research exploring the relationship between work supervision, work discipline, and performance in the healthcare sector or other organizations.

**Keywords:** Work Supervision, Employee Performance, Work Discipline.

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## ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi pengaruh pengawasan kerja terhadap kinerja pegawai dengan disiplin kerja sebagai variabel mediasi di Puskesmas Selong, Lombok timur. Latar belakang penelitian ini didasarkan pada pentingnya manajemen sumber daya manusia dalam mencapai tujuan organisasi, khususnya

melalui pengawasan dan disiplin kerja. Penelitian ini dilaksanakan dengan menggunakan metode kuantitatif, melibatkan seluruh populasi pegawai Puskesmas selong yang berjumlah 110 orang, di mana seluruhnya dijadikan sampel melalui teknik sampel jenuh. Data primer diperoleh melalui kuesioner yang berfokus pada aspek pengawasan kerja, disiplin kerja, dan kinerja pegawai, sedangkan data sekunder diperoleh dari dokumen internal Puskesmas. Analisis data dilakukan menggunakan metode analisis jalur (path analysis) untuk mengidentifikasi pengaruh langsung dan tidak langsung antara variabel yang diteliti.

Hasil penelitian menunjukkan bahwa pengawasan kerja memiliki pengaruh positif dan signifikan terhadap disiplin kerja pegawai, yang berarti bahwa pengawasan yang efektif dapat meningkatkan tingkat disiplin pegawai. Selain itu, pengawasan kerja juga berpengaruh positif terhadap kinerja pegawai, menunjukkan bahwa pengawasan yang baik mampu meningkatkan produktivitas dan kualitas kerja. Disiplin kerja sendiri terbukti berpengaruh positif dan signifikan terhadap kinerja pegawai, menandakan bahwa disiplin yang tinggi dapat meningkatkan efektivitas dan efisiensi kerja. Lebih lanjut, hasil penelitian mengungkapkan bahwa disiplin kerja memediasi pengaruh pengawasan kerja terhadap kinerja pegawai, artinya pengawasan yang baik dapat meningkatkan kinerja pegawai secara tidak langsung melalui peningkatan disiplin kerja.

Penelitian ini memberikan kontribusi signifikan bagi pengembangan teori dalam bidang Manajemen Sumber Daya Manusia (MSDM), khususnya dalam memahami bagaimana pengawasan dan disiplin kerja mempengaruhi kinerja pegawai. Secara praktis, temuan ini memberikan rekomendasi bagi manajemen Puskesmas selong untuk lebih memperhatikan aspek pengawasan dan disiplin kerja dalam upaya meningkatkan kinerja organisasi. Temuan ini juga diharapkan dapat menjadi referensi bagi penelitian-penelitian selanjutnya yang ingin mengkaji hubungan antara pengawasan kerja, disiplin kerja, dan kinerja di Sektor Pelayanan Kesehatan Atau Organisasi Lainnya.

**Kata Kunci :** Pengawasan Kerja, Kinerja Pegawai, Disiplin Kerja.

## 1. INTRODUCTION

This study examines the effect of work supervision on employee performance with discipline as a mediating variable at the Selong Health Center, East Lombok. According to Mondy (2008), human resource management (HRM) includes a supervision function, which aims to ensure the achievement of organizational goals (Handoko, 2017). Work discipline also plays an important role, where good discipline enhances employee performance (Rio, 2013). Rivai (2005) defines performance as the individual's achievement in carrying out their duties. The Selong Health Center, established in 1981, serves the public health in Selong with leadership from the Head of the Health Center. Supervision and employee discipline are crucial to improving performance. The number of employees at the Selong Health Center has decreased over the period from 2017 to 2021, as follows:

**Table 1.1 Number of Employees at Selong Health Center (2017-2021):**

Year	Number of Employees (People)	Percentage Development (%)
2017	125	0%
2018	117	-6,4%
2019	116	-0,85%
2020	115	-0,86%
2021	110	-4,35%

Source: Selong Health Center, 2022

The number of employees at Selong Health Center has declined each year from 2017 to 2021. In 2017, there were 125 employees as the base year (0% change). In 2018, the number dropped to 117 (-6.4%), and to 116 in 2019 (-0.85%). The decline continued in 2020 with 115 employees (-0.86%) and in 2021 the number decreased significantly to 110 (-4.35%). The largest declines occurred in 2018 and 2021. The trend of employee discipline and attendance at Selong Health Center can be observed in the following table:

**Table 1.2 Employee Attendance at Selong Health Center, East Lombok (January – December) 2021**

Month	Number of Employees (People)	Number of Working Days	Total Attendance (2 x 3)	Absences with Justification (Times)
				CAP
January	110	25	2750	37
February	110	23	2530	0
March	110	26	2860	0
April	110	25	2750	0
May	110	21	2310	2
June	110	25	2750	4
July	110	26	2860	0
August	110	24	2640	0
September	110	26	2860	0
October	110	25	2750	0
November	110	26	2860	0
December	110	10	1100	0

Explanation:

CAP: Leave for Important Reasons

CB: Extended Leave

CM: Maternity Leave

CTS: Sick Leave

CT: Annual Leave

Overall, this table reflects the attendance and absence pattern of employees at the Selong Health Center throughout 2021, indicating variations in absence reasons affecting the total monthly attendance. The realization of program and activity implementation at the Selong Health Center, East Lombok, over the last five years can be seen in the following table:

**Table 1.3 Realization of Program and Activity Implementation at Selong Health Center**

Year	Public Health Efforts Based on PKP UPTD Selong Health Center			Criteria
	Number of Activities	Activities Achieved	Achievement Percentage (%)	
2017	7	5	83	Satisfactory
2018	7	5	84	Satisfactory
2019	7	6	92	Good
2020	9	8	93	Good
2021	9	8	95	Good

Source: Selong Health Center, 2022

Criteria:

91%: Good

81-90%: Satisfactory  
<80%: Poor

Based on the table, the target achievement percentage at Selong Health Center, East Lombok, has increased over the past five years. Programs carried out between 2017 and 2019 included health promotion, environmental health, maternal and child health (including family planning), nutrition improvement, communicable disease prevention, and treatment. In 2020-2021, the health program expanded with the addition of antigen swabs and vaccination. The researcher is interested in conducting a study titled "The Effect of Work Supervision on Employee Performance with Discipline as a Mediating Variable at Selong Health Center, East Lombok." Based on this background, the researcher identifies issues related to fluctuating employee numbers, high absenteeism in January 2021, and generally good performance at the health center. The research aims to describe work supervision, discipline, and employee performance, and verify the influence of work supervision on performance and discipline, as well as the effect of discipline on performance, both directly and through discipline as a mediating variable.

## 2. METHOD

### Type of Research

This research uses a quantitative method, aimed at testing hypotheses by collecting data from a specific population or sample through research instruments (Sugiyono, 2018). The research is conducted at Puskesmas Selong, East Lombok.

### Population and Sample

#### Population

Employees of Puskesmas Selong, totaling 110 employees.

#### Sample

Taken from all employees working both inside and outside the organization, using a saturated sampling technique.

### Data and Data Sources

**Primary Data**, Obtained from questionnaires completed by respondents regarding work supervision, discipline, and employee performance.

**Secondary Data**, Obtained from documents and historical records of Puskesmas Selong.

### Data Collection Techniques

**Questionnaires**, Structured surveys to collect accurate data.

**Interviews**, Question-and-answer sessions with relevant parties to obtain additional information.

**Measurement Scale**, The scale used is the Likert scale, with weights ranging from 1 (strongly disagree) to 5 (strongly agree).

### Operational Definitions of Variables

- **Work Supervision (X)**: A systematic process to establish performance standards (Sedarmayanti, 2020).
- **Work Discipline (Z)**: Employees' willingness to comply with applicable regulations and norms (Rivai, 2020).
- **Employee Performance (Y)**: The results achieved by employees in carrying out their tasks (Mangkunegara, 2018).
- **Descriptive Statistical Analysis** Descriptive statistics are used to analyze and describe the collected data without making generalizations. This analysis includes interpreting respondents' answers to statements using the Likert scale.

### Validity and Reliability Testing

**Validity Testing:** Measures the ability of the instrument to reveal the intended variables (Hadi, 2018).

$$r_{xy} = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

An instrument is considered valid if the correlation coefficient is  $\geq 0.3$  with  $\alpha = 0.05$ .

**Reliability Testing:** Measures the extent to which the instrument can be trusted (Arikunto, 2018). This reliability test uses the Alpha Cronbach formula:

$$r_{11} = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \sigma_b^2}{\sigma^2} \right) \text{ dan } \sigma^2 = \frac{(\sum x^2) - \frac{(\sum x)^2}{n}}{n}$$

An instrument is considered reliable if the alpha coefficient is  $\geq 0.6$ .

### Data Instrument Analysis

**Classical Assumption Testing:** Includes normality testing and linearity testing to ensure the validity of the regression model used.

Path Analysis is utilized to test research hypotheses by analyzing the relationship patterns among variables, focusing on both direct and indirect effects of independent variables on a dependent variable. Data is processed using SPSS, with significance levels set at  $\alpha = 0.05$  ( $p \leq 0.05$ ) for both F-tests (indirect effects) and T-tests (direct effects) (Supriyanto & Maharani, 2018).

### Path Analysis Method Summary

Path Analysis is utilized to test research hypotheses by analyzing the relationship patterns among variables, focusing on both direct and indirect effects of independent variables on a dependent variable. Data is processed using SPSS, with significance levels set at  $\alpha = 0.05$  ( $p \leq 0.05$ ) for both F-tests (indirect effects) and T-tests (direct effects) (Supriyanto & Maharani, 2018). Steps for Conducting Path Analysis (Sarwono, 2018):

1. **Determine the Path Diagram Model:** Based on the relationships among the variables.
2. **Create the Structural Equation Path Diagram.**
3. **Analyze the Structural Equations:**

### Regression Analysis:

Assess R square ( $r^2$ ) to evaluate variable contributions.

Calculate F and t values along with their significance.

### Direct Effect Analysis (DE):

Analyze:

Work Supervision  $\rightarrow$  Employee Performance ( $X \rightarrow Y$ ).

Work Discipline  $\rightarrow$  Employee Performance ( $Z \rightarrow Y$ ).

Work Supervision  $\rightarrow$  Work Discipline ( $X \rightarrow Z$ ).

### Indirect Effect Analysis (IE):

Calculate the indirect effect:

Work Supervision on Employee Performance via Work Discipline: ( $X \rightarrow Z$ )  $\times$  ( $Z \rightarrow Y$ ).

### Total Effect:

Total effect from Work Supervision to Employee Performance through Work Discipline: ( $X \rightarrow Z$ ) + ( $Z \rightarrow Y$ ).

Direct effect of Work Supervision on Employee Performance ( $X \rightarrow Y$ ).

Direct effect of Work Discipline on Employee Performance ( $Z \rightarrow Y$ ).

### Path Analysis Model

The path analysis model consists of two structural equations to evaluate the relationships between variables, with discipline serving as a mediating variable. The equations in this model consist of two stages:

$$Z = b_1 X + e_1 \quad (1)$$

Where:

Z: Work discipline variable

X: Work supervision variable

b1: Regression coefficient of work supervision

e1: Residual

$$Y = b_1 X + b_2 Z + e_2 \quad (2)$$

Where:

Y: Employee performance variable

Z: Work discipline variable

X: Work supervision variable

b1: Regression coefficient of work supervision

b2: Regression coefficient of work discipline

e2: Residual.

### 3. RESULTS AND DISCUSSION

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#### **Definition of Economics**

Economics is a social science that studies human activities related to the production, distribution, and consumption of goods and services. Business economics, as a branch of applied economics, uses quantitative theories and methods to analyze business operations, organizational structures, and the relationships between companies and labor markets, capital, and products. Mankiw (Putong, 2013:13) defines economics as the study of managing limited resources. Thus, economics studies how society manages limited resources to produce useful goods and services.

#### **Definition of Management**

Management is the art and science of organizing various activities such as planning, building organizations, and controlling to achieve goals effectively and efficiently. According to Handoko (2009:8), management includes planning, organizing, directing, and supervising to achieve organizational objectives.

#### **Definition of Human Resource Management**

According to Sedarmayanti (2014:25), Human Resource Management (HRM) is a formal system in organizations to ensure the effective and efficient use of human talent. Baharudin (2010:61) adds that HRM relates to the effective management of personnel to support organizational activities.

#### **Definition of Work Supervision**

Supervision is the process of ensuring that organizational objectives are achieved. Handoko (2009:360-361) explains that supervision involves setting standards and comparing actual activities with those standards. Sedarmayanti (2017:198) adds that supervision ensures that activities are conducted according to plan. The aim of supervision is to compare organizational activities with standards to achieve objectives.

#### **Indicators of Supervision**

Handoko (2009:90) explains indicators of supervision as:

1. Setting Standards: Measuring the execution of activities.
2. Measuring Work: Including observations, reports, and automated methods.
3. Performance Assessment: Related to employee motivation.
4. Supervision Procedures: Taking corrective actions if necessary.

#### **Definition of Work Discipline**

Work discipline refers to compliance with regulations in the work context. According to Hasibuan (2016), employee discipline greatly influences work performance, and without discipline, achieving optimal results is difficult. Nitisemita (1992) defines work discipline as attitudes and behaviors that conform to company rules.

Indah Puji Hartatik (2014) adds that work discipline is a managerial tool to change employee behavior to comply with applicable norms.

#### **Indicators of Work Discipline**

According to Soejono (2000), indicators of work discipline include: a. Punctuality in attendance. b. Careful use of office equipment. c. Responsibility in completing tasks. d. Adherence to company rules.

#### **Definition of Performance**

Performance is the level of achievement of tasks carried out by employees. Payaman in Arianty (2014) defines performance as the result of task execution, while Soedarmayanti in Wahyuni et al. (2013) states that performance is a combination of work results and competencies.

#### **Performance Indicators**

According to Moeheriono (2012:114), performance indicators include: a. Effectiveness in achieving goals. b. Efficiency in resource use. c. Quality of work results. d. Timeliness. e. Productivity. f. Safety at work.

#### **Research Hypothesis**

A descriptive hypothesis is a conjecture about descriptive issues related to a single variable. Based on the framework of thought, the hypotheses formulated include:

1. It is suspected that work supervision, discipline, and performance at the Puskesmas Selong Lombok Timur.
2. It is suspected that work supervision affects the performance of employees at Puskesmas Selong Lombok Timur.
3. It is suspected that work supervision affects the discipline of employees at Puskesmas Selong Lombok Timur.
4. It is suspected that discipline affects the performance of employees at Puskesmas Selong Lombok Timur.
5. It is suspected that work supervision affects performance through discipline at Puskesmas Selong Lombok Timur.

#### **Description of Research Variables**

##### **Work Environment Variable**

The data indicates that respondents are satisfied with the work environment, with an average score of 430.71. The highest indicator is the relationship among employees (441), while the lowest indicator is the cleanliness of toilets and availability of clean water (413), suggesting that some respondents are not satisfied with these conditions.

##### **Work Discipline Variable**

The average score for work discipline is 424.83, which falls into the committed category. The highest indicator is the ability to complete tasks (444), indicating that employees can perform their duties well. However, there are indications that some respondents still feel less responsible (lowest score 405).

##### **Employee Performance Variable**

The average score for employee performance is 433.50, indicating high performance. The highest indicator is working according to company standards (444), while the lowest indicator is leaving work on time without supervision (428), suggesting that some employees may not leave on time.

#### **Data Analysis**

Data testing was conducted in several stages, beginning with validity and reliability testing, followed by hypothesis testing using SmartPLS 4 software.

#### **Outer Loading Testing (Measurement Model)**

##### **Convergent Validity**

Convergent validity is measured through the correlation between estimated item scores. An indicator is considered valid if it has a loading factor greater than 0.70. However, for preliminary research, loading factor values between 0.5 and 0.6 are also deemed sufficient.

From the data processing results:

- **Work Discipline (Z):** All indicators are valid, with loading factor values ranging from 0.503 to 0.849.
- **Work Supervision (X):** All indicators are also valid, with loading factor values between 0.516 and 0.877.
- **Employee Performance (Y):** All indicators are valid, with loading factor values ranging from 0.543 to 0.891.

All indicators from each variable in this study have outer loading values greater than 0.5, thus meeting the criteria for high or sufficient validity, indicating that the measurement model is reliable.

#### Discriminant Validity

**Table Cross Loading Results**

Indicator	Work Supervision (X)	Work Discipline (Z)	Employee Performance (Y)	Note
Z.1	0.607	0.725	0.705	Valid
Z.2	0.543	0.768	0.682	Valid
Z.3	0.623	0.763	0.652	Valid
Z.4	0.639	0.757	0.704	Valid
Z.5	0.524	0.684	0.598	Valid
Z.6	0.588	0.703	0.593	Valid
X.1	0.807	0.646	0.507	Valid
X.2	0.847	0.780	0.684	Valid
X.3	0.757	0.615	0.451	Valid
X.4	0.705	0.568	0.573	Valid
X.5	0.561	0.415	0.432	Valid
X.6	0.518	0.412	0.317	Valid
X.7	0.719	0.549	0.508	Valid
Y.1	0.648	0.597	0.879	Valid
Y.2	0.529	0.625	0.719	Valid
Y.3	0.661	0.694	0.761	Valid
Y.4	0.310	0.378	0.748	Valid
Y.5	0.335	0.382	0.583	Valid
Y.6	0.347	0.411	0.587	Valid

Source: Primary data processed, 2024.

**Tabel Average Variance Exrtacted, Composite Reliability dan Cronbach's Alpha**

	Cronbach's alpha	(rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Supervision (X)	0.842	0.868	0.901	0.524
Work Discipline (Z)	0.891	0.889	0.945	0.565
Employee Performance (Y)	0.850	0.871	0.931	0.569

Source: Primary data processed, 2024.

#### Analysis of Variance (R<sup>2</sup>) or Determination Test

**Table: R-Square Values**

Variabel	R-square
Work Discipline (Z)	0.723
Employee Performance (Y)	0.842



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Source: Primary data processed, 2024.

Based on Table the R-square value for the Work Discipline variable is 0.723, which means that Work Supervision can explain the Work Discipline variable by 72%, while the remaining 28% is explained by other variables not included in this study.

The calculated Q-square value is 0.95, indicating that 95% of the variance in the research data can be explained by the model, demonstrating good goodness of fit. Hypothesis testing, conducted using Bootstrapping in SmartPLS 4.0, showed significant effects: Work Supervision positively affects Work Discipline (path coefficient: 0.689, p-values: 0.000, t-statistic: 10.421), and Employee Performance (path coefficient: 0.655, p-values: 0.000, t-statistic: 6.724). Additionally, Work Discipline significantly influences Employee Performance (path coefficient: 0.651, p-values: 0.000, t-statistic: 9.222). Furthermore, Work Supervision also positively affects Employee Performance through Work Discipline as an intervening variable (path coefficient: 0.692, p-values: 0.000, t-statistic: 8.632). Overall, the findings indicate that both direct and indirect influences of Work Supervision and Work Discipline significantly enhance Employee Performance.

### Discussion

The research results indicate that Work Supervision has a positive and significant effect on Employee Performance at the Puskesmas Selong Lombok Timur. The level of employee satisfaction with Work Supervision creates a good connection, which impacts Work Discipline, as employees feel motivated and responsible for completing their tasks. Work Discipline also significantly contributes to Employee Performance, encouraging employees to strive harder and achieve the targets set. Additionally, while Work Supervision has a positive influence, this effect becomes more significant through Work Discipline as an intervening variable. This study emphasizes the need for management to pay attention to Work Supervision to enhance employee engagement, which in turn will positively affect Employee Performance and the achievement of company goals.

## 4. CONCLUSIONS AND SUGGESTIONS

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Based on the research conducted on the influence of Work Supervision on Employee Performance with Work Discipline as an intervening variable at the Puskesmas Selong Lombok Timur, several conclusions can be drawn: Work Supervision positively and significantly affects Work Discipline, enhancing employee motivation; it also positively impacts Employee Performance. Furthermore, Work Discipline has a significant positive effect on Employee Performance, contributing to a comfortable work environment. Additionally, Work Discipline mediates the relationship between Work Supervision and Employee Performance, where employee satisfaction enhances performance indirectly through engagement. To improve these areas, it is recommended to enhance Work Supervision through ongoing training for supervisors and clear oversight systems, strengthen Work Discipline by consistently enforcing rules and implementing motivational programs, increase Employee Performance by conducting regular performance evaluations and providing adequate resources, and develop employee welfare programs to boost satisfaction and engagement while fostering involvement in decision-making processes.

**Tabel for Reviewer 1st and 2nd**

<b>Given/First Name *)</b>	:
Middle Name	:
<b>Family/Last Name *)</b>	:
Degree	:
Research Specialties	:

Institution	:
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