

# **Compensation and Supervision on Job Satisfaction through Work Discipline of Regional Contract Workers at the Regional General Hospital of Central Mamuju Regency**

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## **Abstract**

This study aimed to measure and analyze the effect of compensation and supervision on job satisfaction through the discipline of regional contract labor at the Regional General Hospital of Central Mamuju Regency. This research design is a survey. It conducted this research at the Regional General Hospital of Central Mamuju Regency. This research lasted for about two months, from August to September 2019. Data collection was done through observation, questionnaires, interviews, and documentation. The total sample is 100 people data analysis through research instrument test, validity test, reliability test, and path analysis. The results showed that the direct effect gave the highest correlation value among the variables studied compared to the indirect effect. The immediate impact of compensation on work discipline has the highest correlation value compared to the impact of other variables. Meanwhile, the lowest correlation is shown in the indirect effect of the supervision variable on job satisfaction through work discipline. The highest correlation found in this study, namely the direct impact of compensation on work discipline, shows that giving high balance and following expectations will create a good level of work discipline. Payment encourages a person to work more actively and actively and even exert all his ability to meet organizational expectations. This is what encourages health workers in the scope of the Central Mamuju Regency General Hospital to have high work discipline behavior because of the high expectation of the value of the compensation given. Meanwhile, the lowest correlation shows a mismatch in acting through supervision towards increasing satisfaction through work discipline. Management without joy will encourage a good level of discipline, so the influence of this relationship is not considerable but positive.

## **Keywords**

Competence, Supervision, Satisfaction, Discipline, and Contract labor

## **1. Introduction**

Quality and reliable human resources are the principal capital and the necessary funds in facing the current era of globalization. By realizing the importance of human resources, it can be said that it has become a core need for organizations or institutions, so they are trying to make improvements through human resource management to face the challenges of a changing era. The main challenge faced by humans in the future is to create organizational diversity and, at the same time, demand more efficient, effective, and productive management.

Compensation is a form of organizational appreciation for its employees; one of the benefits is that compensation can create employee discipline through ample compensation. The field is getting better and even aware of and complying with the rules that have been set. This concept aligns with the findings (Maretha & Supardi A. Bakri, 2015), which show that compensation has a significant effect on work discipline. According to (Rivai & Veithzal, 2011), a work discipline is a tool used by leaders in communicating with employees to change their behavior and efforts to increase employee awareness and willingness to comply with administrative regulations and social norms.

In addition to discipline, supervision in the organization is also essential because leadership will create compliance and field from employees. Another factor of increasing human resources is job satisfaction; this is a pleasant emotional attitude and love for work. Job satisfaction is enjoyed from inside, outside, or a combination of both. What factors are related and determine job satisfaction/dissatisfaction is very broad. Many factors influence a person's job satisfaction. It is not only salary/wages but also related to work, relationships with superiors, colleagues, the environment, and the rules in the company or organization. According to (Mangkuprawira 2007) that compensation given to employees has a significant influence on motivation and job satisfaction (Jannah et al., 2019; Lionardo et al., 2020; Yusuf et al., 2019). Appropriate payment is given based on job and position in the company or organization; employees feel immediate satisfaction. Companies need to know the factors that can create employee job satisfaction and provide appropriate compensation, so that job satisfaction is achieved and ultimately improve performance.

Providing reasonable compensation can form a much better performance in an organization/company. Mamuju Regency Hospital is one of the organizations that wants its employees to feel a level of job satisfaction that can improve their performance. In addition to compensation and supervision that affect work discipline and job satisfaction, work discipline also affects job satisfaction. According to Hasibuan, job satisfaction is a pleasant emotional attitude, and he also loves his job. This attitude is reflected in work morale, discipline, and work performance (Hasibuan, 2011).

The results of initial observations made by the author and interviews with several regional contract workers at the Central Mamuju Regency Hospital that the financial compensation provided was not by employee expectations. The provision of performance allowances and honorariums was not timely, and the provision of incentives had not increased employee productivity and job satisfaction. In addition, the amount of compensation given to regional contract workers is not sufficient for the needs of regional contract workers. Complaints regarding this compensation have not been submitted in the official forum. In addition, the application of work discipline rules that have not been optimal, especially regarding the discipline of using time, is shown by the behavior of employees who sometimes ignore time effectively and efficiently. This phenomenon is thought to result from lax supervision by the leadership and conventional supervision instruments that are only operated on employee attendance lists that the employees themselves easily manipulate.

In addition, the implementation of work is not on time. It is less disciplined than regional contract workers, such as tasks always carried out late and slowly, work delays. Lack of inspection and evaluation, and direction from the leadership. Such as in the case of tasks or jobs that have been delegated by superiors/leaders. To be carried out. Less severe or relaxed, the leader feels dissatisfied with the work done by the employees because the results of their work are not what the leadership expected. While the problems that exist in the Central Mamuju Regency Hospital can be seen from low job satisfaction, this can be seen in employees who carry out routines feeling bored so that they ignore the work tasks that are their responsibility. The work makes employees bored, sometimes complaining because they are bored and don't know the purpose of their work; some feel anxious, worried, and uncomfortable at work.

Based on this, empirical studies and facts that occur encourage the author to examine the effect of compensation and supervision on job satisfaction through work discipline; therefore, the author takes the title. Namely "The Effect of Compensation and Supervision on Job Satisfaction Through Work Discipline of Regional Contract Workers at Regional General Hospitals Central Mamuju Regency".

## **2. Literature Review**

According to (Hasibuan 2002), one of the goals of providing compensation is to increase discipline. Through ample compensation, employee discipline will improve because it will increase their awareness and obey the rules. This framework of thought regarding the effect of payment on work discipline is also supported by research conducted by (Bakri, 2015) that compensation has a significant impact on work discipline. Then, a study (Pradana, 2014) states that there is a substantial effect of payment on work discipline. Furthermore, research (Rahayu, 2015) concluded compensation which impacts employee work discipline. According to (Rivai & Veithzal, 2011), a work discipline is a leadership tool in communicating to employees to change their behavior and increase individual awareness to comply with applicable organizational rules and norms. This framework of thinking about the influence of supervision on work discipline is also supported by research conducted by (Putri, 2017); the study's findings indicate a moderate effect of leadership with work discipline. Then analysis by (Lily Afliza Alni, 2016), that supervision positively influences work discipline. Furthermore, research (Fadoli, 2012), that the implementation of supervision has a positive influence on work discipline.

According to Hasibuan, one of the goals of compensation is to increase job satisfaction (Hasibuan 2002). Through balance, employees can meet their needs both physically and socially to get pleasure from work and their position. According to (Almigo 2004), one of the characteristics of the effect of satisfaction is wages. The framework of thought regarding the impact of compensation on job satisfaction is also supported by research conducted by (Septerina & Irawati, 2018); the study's findings show that payment significantly affects satisfaction. Employee work. Then analysis by (Akmal & Tamini, 2015), there is an effect of compensation on satisfaction. Furthermore, (Imas Purnamasari, 2013) research that there is an effect of payment on satisfaction.

The key to understanding how employees are monitored and controlled is through job satisfaction. Organizations/agencies also need to understand, control how organizational circumstances can achieve the employee's desired satisfaction. This framework of thought regarding the effect of supervision on job satisfaction is also supported by research conducted by (Yunita & Lidia, 2016), showing that management has a significant impact. On job satisfaction. Then, research (Afifah, 2012) states a substantial effect of supervision on employee satisfaction. Furthermore, research by (Aprilandi et al. , 2015) shows that management positively impacts job satisfaction. Hasibuan defines job satisfaction as a pleasant emotional attitude and likes work (Hasibuan 2002). This attitude is reflected in morale, discipline, and performance at work. Job satisfaction is enjoyed both inside, outside, or both. This framework of thinking about the effect of work discipline on job satisfaction is also supported by research conducted by (Riyanto 2016); the study's findings show that work discipline positively affects employee job satisfaction. Then the research conducted by (Yunus & Bachri, 2013), from the research results, it can be concluded that work discipline has a positive effect on job satisfaction. Furthermore, (Mustofa 2018) research states that work discipline has a significant impact on employee satisfaction.

According to (Hasibuan 2002), one of the goals of providing compensation is to increase discipline. With the provision of sufficiently large payment, the employee discipline is getting better. According to (Almigo 2004), one of the characteristics of job satisfaction is influenced by wages as a factor in fulfilling life (Nath et al., 2021; Suharyanto et al., 2021; Umanailo et al., 2021). That way, they will be aware and obey the applicable rules. Thus, compensation accompanied by work discipline will increase job satisfaction.

Rivai defines work discipline as a leadership tool used in communicating with employees to change their behavior and efforts to increase awareness to follow applicable organizational rules and norms (Rivai & Veithzal, 2011). According to (Ernie Tisnawati Sule & Saifullah, 2010), one key point in understanding how employees are supervised and controlled is job satisfaction. Organizations/agencies also need to manage, understand and control how employee satisfaction is achieved according to the organization's circumstances (Ervina et al., 2019; Novitasari et al., 2019; Rumaolat et al., 2019). Thus, supervision accompanied by work discipline will increase job satisfaction.

## **3. Methods**

The research design is a survey to analyze the necessary facts and data. This research was conducted at the Regional General Hospital of Central Mamuju Regency. This research lasted for about two months, from August 2019 to September 2019. Data collection was carried out through observation, questionnaires, interviews, and documentation. The sample in this study were all employees at the Regional General Hospital with a whole piece of 100 people. Data

analysis using path analysis. The variables were measured using a Liker scale with a value of 1-5, 1 = strongly disagree and 5 = strongly agree. Compensation is something that employees receive in return for their work. The indicators used to refer to (Hasibuan, 2002) namely: 1) Cooperation bonds; 2) Job satisfaction, 3) Motivation; 4) Discipline; and 5) Employee stability; Supervision is a process of monitoring performance according to standards in measuring performance, ensuring performance quality, and obtaining information as feedback on the achievement of results submitted to employees. Indicators refer to (Manullang 2012), namely: 1) preventive supervision; 2) repressive supervision; 3) internal control; 4) external supervision; Work discipline is an attitude of obeying and obeying the norms and rules established in the workplace. The indicators used to refer to (Hasibuan, 2011), namely: 1) Exemplary leaders; 2) Retribution; 3) Justice; 4) Assertiveness; and 5) Human relations; Job satisfaction as a positive employee attitude includes feelings and behavior on his job through an assessment of one job as a sense of appreciation in achieving one of the essential values of the job. The indicators used to refer to (Almigo, 2004), namely: 1) Job; 2) Wage or salary, 3) Supervisor or work supervision, 4) Promotion opportunities; and 5) Colleagues.

## 4. Results

### 4.1. Reliability Test

Before processing data, first, do a validity and reliability test. Test validity with a significant level of 0.05 and 2-tailed tests compare R-count and r-tables. They calculated the R-value of Cronbach-Alpha column Correlated Item–Total Correlation. While the r-table was obtained using the formula  $df=n-2$  (Sugiyono, 2009) (Table 1). Hasil processing of known data of each item is valid. Then, reliability tests are performed on items using Cronbach-Alpha, and reliability if the Cronbach Alpha > 0.6 (Hall, 2001).

Table 1. Research Instrument Reliability Test

variable	Cronbach's Alpha	Cut-of-Point	Status
Compensation (X <sub>1</sub> )	0.696	0.60	Reliable
Surveillance (X <sub>2</sub> )	0.769	0.60	Reliable
Work discipline (Y <sub>1</sub> )	0.751	0.60	Reliable
Job satisfaction (Y <sub>2</sub> )	0.743	0.60	Reliable

Source: Data processing, 2019

### 4.2. Path Analysis

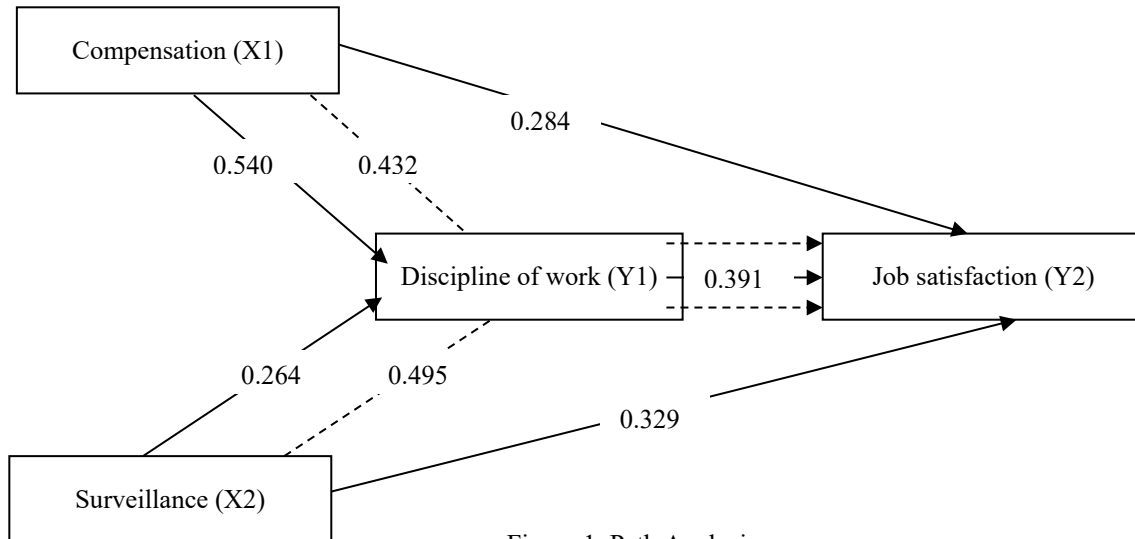


Figure 1. Path Analysis

1. The direct effect of compensation on work discipline; Beta-coefficient settlement (X<sub>1</sub>) on work discipline (Y<sub>1</sub>) 0.540 are with a value of SE0.054 at a level of 0.000. Showing compensation(X<sub>1</sub>) has a positive influence on work discipline (Y<sub>1</sub>) (Figure 1).
2. The direct influence of supervision on work discipline; Beta-Coefficient management (X<sub>2</sub>) on work discipline (Y<sub>1</sub>) 0.264 are with a value of SE0.097 at level 0.001. M showed leadership (X<sub>2</sub>) had a positive influence on work

- discipline (Y1). The direct effect of compensation on job satisfaction; Beta-Coefficient settlement (X1) on job satisfaction (Y2) 0.284 with a value of SE0.037 at level 0.001. M suggests payment (X1) has a positive influence on job satisfaction (Y2).
3. The direct influence of supervision on job satisfaction; Beta-Coefficient leadership (X2) on job satisfaction (Y2) 0.329 are with a value of SE0.058 at a level of 0.000. M showed supervision (X2) had a positive influence on job satisfaction (Y2).
  4. The direct influence of work discipline on job satisfaction; Beta-Coefficient work discipline (Y1) on job satisfaction (Y2) 0.391 with a value of SE0.057 at a level of 0.000. M suggests that work discipline (Y1) has a positive influence on job satisfaction (Y2). For the significance of indirect influence, used Sobel test.  $z\text{-value} = \frac{a*b}{\sqrt{b^2*sa^2 + a^2*sb^2}}$ . a =coefficient value x y. Based on the Sobel test, the calculated t value of indirect compensation(X1) on job satisfaction (Y2) through work discipline (Y1) is 5,638, and greater than t-table = 1,660. Thus there is a significant indirect effect of compensation (X1) on job satisfaction (Y2) through work discipline (Y1). While the indirect effect of supervision (X2) on job satisfaction (Y2) through work discipline (Y1) is 2,507, and greater than t-table = 1,660. Thus, there is a significant indirect influence of supervision (X2) on job satisfaction (Y2) through work discipline (Y1) (Table 2).

Table 2. Direct and Indirect Influence

Information	Symbol	Values-Coefficient
The direct effect of compensation on work discipline	X1--> Y1	0.540
The direct influence of supervision on work discipline	X2--> Y1	0.264
The direct effect of compensation on job satisfaction	X1--> Y2	0.284
The direct influence of supervision on job satisfaction	X2--> Y2	0.329
The direct influence of work discipline on job satisfaction	Y1--> Y2	0.391
The indirect effect of compensation(X1) on job satisfaction (Y2) through work discipline (Y1)	X1--> Y1--> Y2	0.211
The indirect influence of supervision(X2) on job satisfaction (Y2) through work discipline (Y1)	X2--> Y1--> Y2	0.103

Source: Data processing, 2019.

### 4.3. Discussion

The effect of compensation on work discipline is positive. A salary increase is followed by an improvement in the field, assuming that other factors are considered constant. This result is in line with the statement (Hasibuan, 2002) that one of the compensation objectives is to increase the level of discipline. With ample compensation, employee discipline will be better; they can easily follow the applicable regulations. The results of this study support the results of research (Maretha & Supardi A. Bakri, 2015), which states that compensation has a significant influence on the discipline. Then the research conducted by (Runik Puji Rahayu, 2015) says that settlement impacts the work field.

The effect of supervision on work discipline is positive. Improvements follow increased control in work discipline with the assumption that other factors are considered constant. This result is in line with the statement (Rivai & Veithzal, 2011) that work discipline is a leadership tool in communicating with employees to change behavior and increasing awareness to comply with organizational rules and norms. This research is in line with research (Anesa Putri, 2017) that there is a moderate effect of supervision on work discipline. Then study by (Fadoli 2012) states that the implementation of management positively impacts employee work discipline.

The effect of compensation on job satisfaction is positive. A salary increase is followed by improved job satisfaction, assuming that other factors are considered constant. This result is in line with the statement (Hasibuan, 2002), one of the goals of compensation is to increase satisfaction. Through balance, employees can meet their physical and social needs. According to (Almigo, 2004), the characteristics that affect satisfaction are wages and fulfillment of requirements deemed appropriate. The results of the study support research (Septerina & Irawati, 2018) that compensation has a significant effect on satisfaction. Then analysis by (Imas Purnamasari, 2013), there is an effect of payment on job satisfaction.

The effect of monitoring on satisfaction is positive. Increased supervision followed by increased satisfaction, assuming other factors are considered constant. The study results are in line with the statement (Ernie Tisnawati Sule & Saifullah, 2010). One of the keys to understanding how employees can be controlled and supervised is job satisfaction. Organizations need to understand and control how employee satisfaction expectations are achieved. The results of the study support research (Yunita & Lidia, 2016) that supervision has a significant influence on job satisfaction. Then analysis by (Aprilandi et al., 2015), that leadership positively affects job satisfaction.

The effect of work discipline on job satisfaction is positive. An increase in work discipline is followed by improved satisfaction, assuming that other factors are considered constant. This result aligns with the statement (Hasibuan, 2011) that satisfaction is a pleasant emotional attitude and likes work. This attitude is reflected through morale, discipline, and achievement. The results of the study support research (Riyanto, 2016) that work discipline has a positive effect on job satisfaction. Then, research by (Mustofa 2018) states that work discipline has a significant impact on employee satisfaction.

The Effect of Compensation on Job Satisfaction through Work Discipline is positive. This can be seen in the path analysis having a positive effect; thus, work discipline can influence compensation on job satisfaction. Balance becomes an essential variable in increasing job satisfaction which then has an impact on growing results. The indirect effect of payment on job satisfaction through work discipline is shown by several compensation indicators: cooperation ties, job satisfaction, motivation, discipline, and employee stability. As a place of research, the Regional General Hospital of Central Mamuju Regency demands a high level of joy. The quality and quality of the hospital become excellent and reliable.

The effect of Supervision on Job Satisfaction through Work Discipline is positive. This can be seen in the path analysis as having a significant impact; thus, work discipline can influence supervision of job satisfaction. The indirect effect of management on job satisfaction through work discipline also shows a positive result, meaning that this influence will indirectly impact the work discipline variable. Monitoring indicators include preventive, repressive, internal, and external supervision. Preventive supervision as a form of control that prioritizes prevention rather than resistance through good management in public services such as hospitals is needed. Many actions can trigger unwanted situations, such as the possibility of dissatisfaction among employees. After all, they feel that the division of labor unfairness, jealousy, and so on. This preventive measure has a positive value for leaders or subordinates, health workers, and patients. Repressive measures are also necessary to maintain existing conditions; this is important to maintain stability and the work environment. Likewise, internal and external supervision as a form of internal and external leadership encourages creating a conducive atmosphere that can be enjoyed together, not only in the internal environment but also externally, including hospital patients as individuals who must receive good supervision. Through supervision with mediation, the level of discipline encourages the birth of job satisfaction.

## **5. Conclusion**

Based on the research results, it can be concluded that the direct effect gives the highest correlation value among the variables studied compared to the indirect effect. The immediate impact of compensation on work discipline has the highest correlation value compared to the influence of other variables. Meanwhile, the lowest correlation is shown in the indirect effect of the supervisory variable on job satisfaction through work discipline. The highest correlation found in this study, namely the direct impact of compensation on work discipline, shows that giving high balance and their expectations will create a good level of work discipline. Payment encourages a person to work more actively and actively and even exert all his abilities to meet the organization's expectations. This is what encourages health workers in the scope of the Central Mamuju Regency General Hospital to have high work discipline behavior because of the high expectation of the value of the compensation given. At the same time, the lowest correlation indicates a discrepancy in terms of acting through supervision of increasing satisfaction through work discipline. Leadership without joy will also encourage a good level of discipline, so the influence of this relationship is not significant but positive. For the following research, it is necessary to add other variables that may affect the dependent variable.

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