

## **THE EFFECT OF SUPERVISION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH EMPLOYEE COMMITMENT AS AN INTERVENING VARIABLE IN THE TIRTA RAJA DRINKING WATER REGIONAL COMPANY (PDAM), OGAN KOMERING ULU REGENCY**

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### **ABSTRACT**

Human resources are an asset in the organization. HR has a very important role in achieving organizational goals and at the same time being the driving force of the organization in achieving and realizing the goals and objectives set. The population of this study was respondents to employees of the Tirta Raja Regional Water Supply Company (PDAM) in Ogan Komering Ulu Regency. The population numbered 180 respondents. The sample is part of the population (part or representative of the population studied). The sample of this study is a portion of the population taken as a data source and can be representative of the entire population. The OKU Regional Drinking Water Company is a Regional Owned Enterprise of Ogan Komering Ulu Regency, which was established in 1979 and fully operational in 1981 by the Department of Public Works, Directorate General of Cipta Karya, Clean Water Sub Project (PAB) South Sumatra under the name of the OKU Drinking Water Management Agency (BPAM). Supervision has a positive and significant effect on the performance of employees at the Regional Water Supply Company (PDAM) Tirta Raja, Ogan Komering Ulu Regency.

Keywords: company, PDAM, job satisfaction

### **INTRODUCTION**

Human resources are an asset in the organization. HR has a very important role in achieving organizational goals and at the same time being the driving force of the organization in achieving and realizing the goals and objectives set. Therefore, organizational productivity is largely determined by HR performance. HR covers all people in the organization from the lowest level to the top level. Although different levels, all of these human resources have the same and significant role for the achievement of organizational goals. Sule, (2018).

Based on Law Number 5 of 1962 the presence of the Regional Water Supply Company (PDAM) is one of the regionally owned business units, which is engaged in the distribution of clean water to the general public. This company has activities ranging from collecting, processing, purifying to distributing water suitable for consumption for all levels of society. So that with the existence of Regional Drinking Water Companies (PDAMs) in every city or district, clean water needs that meet health requirements can be fulfilled.

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Armstrong and Baron in (Wibowo, 2017) say several factors that affect performance: 1. Personal Factors, indicated by the level of skill, competence possessed, motivation and individual commitment. 2. Leadership Factor, determined by the quality of encouragement, guidance, and support carried out by managers and team leaders. 3. Team Factors, indicated by the quality of support provided by colleagues. 4. System Factor, indicated by the existence of a work system and facilities provided by the organization. 5. Contextual Situational, indicated by high levels of pressure and changes in the internal and external environment.

In achieving organizational goals depends heavily on the good and bad performance of employees. This means that if employees in the organization are good, it will certainly have a positive impact on employee performance, and vice versa. According to (Suharnomo, 2018) supporting factors for the creation of good employee performance require employee commitment. Employees who have a high commitment to their organization, will usually give all their abilities and skills to the organization where they work so that the organization achieves its goals and runs in a better direction, of course, also affects the improvement of performance in these employees

The Regional Water Supply Company (PDAM) Tirta Raja has been known as a clean water service provider in OKU Regency and its surroundings. Under the ownership of OKU Regency Government assets, this company is able to grow rapidly and increase clean water production, so it is hoped that the OKU Community will not lack clean water, because water, especially in the City environment, is quite short of water due to the density of people's houses so that water is only sourced from PDAM flows.

In addition to performance in the implementation of ongoing organizational activities, maximum supervision is needed by the leadership so that employees can carry out their duties and work well, so as to achieve organizational goals and increase the success of employee performance. Supervision refers to controlling activities. According to (Effendi, 2019) that "Control is to determine what is accomplished, evaluate it, and apply corrective measure, if needed, to insure result in keeping with the plan. Control is to determine what is to be achieved, evaluate, and implement corrective measures if needed to ensure results are in accordance with the design. A supervision is said to be important because without good supervision it will certainly produce unsatisfactory goals, both for the organization itself and for employees thus, supervision carried out by the leader maximally and thoroughly on subordinates by monitoring and measuring all activities that are being carried out can prevent deviations in each activity and can achieve the goals that have been set.

Direct observations in PDAM Tirta Raja Ogan Komerling Ulu Regency obtained from the head of HR department that generally the problems involved in PDAM Tirta Raja Ogan Komerling Ulu Regency are less than optimal employee performance, one of the factors that affect performance is supervision. Good supervision will create a positive influence on employees, where they have a great desire and awareness to complete work in accordance with the set targets. Supervision is an important activity to do, but it needs to be known for positive purposes (Kadarisman, 2013).

It is said that the turnover data in PDAM Tirta Raja is high, it is known that turnover in PDAM Tirta Raja changes every year. Based on the length of service, it occurs in employees who are still in the contract period with a service period of < 1 year and < 2 years. The highest turnover percentage was in 2021 as many as 9 people with a percentage of 15.7%. This also happened in 2021 with a service period of < 2 years, although this year the turnover in PDAM Tirta Raja decreased by 8 people with a percentage of 13.6%. According to Gaurke, (1997) the massive turnover rate is 10%.



Turnover has a negative impact on the Regional Water Supply Company (PDAM) Tirta Raja. The turnover causes losses, seen from the training costs that have been invested in old employees to the costs that will be incurred for recruiting new employees. According to the Head of the personnel department, changes in the number of employees that occur each year result in hampering the work that must be completed by employees where changes in employee placement or position must be made.

The head of the civil service section of PDAM Tirta Raja said that along with the findings, some employees had attitudes and behaviors that did not have commitment because they often arrived late and were not friendly to customers. Then Technical employees have not been able to complete the tasks given by superiors properly and on time This is due to the lack of interaction between superiors and subordinates, such as providing guidance, encouragement to all members to achieve organizational goals (company). In addition, PDAM Tirta Raja employees complain about the salary they receive because the amount received is not large but there are often arrears in salary payments, which ultimately causes job satisfaction, employee performance and commitment to decrease (low).

**Customer At PDAM Tirta Raja Kab. OKU. This Decrease In Customers Is As A Result Of The Large Number Of Employees Who Are Absent In Working Hours And Less Responsible For Work, Resulting In Low Employee Performance.**

The head of the employee section of the Tirta Raja Drinking Water Regional Company, Ogan Komerling Ulu Regency, said that it is often found that some employees have attitudes and behaviors that do not have high commitment because there are some employees who arrive late. This happens because of the lack of interaction between superiors and subordinates, such as providing direction through supervision to employees regularly, so that employees improve their performance by arriving on time, not being allowed to work outside work needs or something that causes employees to have permission to work, thus giving rise to a race of responsibility for the work of employees.

Previous research on surveillance has been conducted. Research conducted by (D. S. H. Febriani & Suharnomo, 2018), shows that supervision has a positive and significant effect on performance. So, the better the supervision carried out can affect the increase in performance.

The results of research conducted by (Adha et al., 2019) show that there is an influence of job satisfaction on employee performance. However, the results of research from Ririn Wahyu (Arida et al., 2021) show different results, that job satisfaction does not have a significant effect on employee performance.

Based on the phenomenon, and research gap related to some of these variables, the author will conduct further research on the effect of supervision and job satisfaction on employee performance with employee commitment as an intervening variable in the case study of the Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency.

**Problem Statement**

- How does the direct effect between supervision and job satisfaction on the performance of employees of the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency?
- How does supervision and job satisfaction affect employee performance through employee commitment as an intervening variable in the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency?

**Research Objectives**

Based on the formulation of the problem, the purpose of this study is to find out and analyze as follows:

- Analyze the direct effect between supervision and job satisfaction on the performance of employees of the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komering Ulu Regency.
- Analyzing the effect between supervision and job satisfaction on employee performance through commitment as an intervening variable in the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komering Ulu Regency.

### **Research Benefits**

The results of this research are expected to provide theoretical and practical benefits for many parties related to this research, namely:

#### **Theoretical Benefits**

This research can be a reference in the field of human resource management for academic and non-academic regarding the effect of supervision and job satisfaction on performance with commitment as an intervening variable.

#### **Practical Benefits**

For the Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komering Ulu Regency which is the object of research that has implications for policy considerations in facing and understanding training problems, work experience, and competencies that can affect organizational performance.

## **RESEARCH METHODS**

### **Population and Sample**

The population of this study was respondents to employees of the Tirta Raja Regional Water Supply Company (PDAM) in Ogan Komering Ulu Regency. The population numbered 180 respondents. The sample is part of the population (part or representative of the population studied). The sample of this study is a portion of the population taken as a data source and can be representative of the entire population. The determinant of the number of samples used by the author in this study is the census method based on the provisions developed by Sugiyono, (2002), who stated that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated samples is census."

### **Data Types and Sources**

The types of data used in this study are qualitative data and quantitative data: Qualitative data is data that cannot be measured on a numeric scale. However, because in statistics all data must be in the form of numbers, qualitative data is generally quantified so that it can be processed further.

Quantitative data, which is data measured on a numeric scale (number) that can be calculated systematically.

In collecting data sources, researchers collect data sources in the form of primary data and secondary data.

### **Data Sources**

#### **Primary Data**

Primary Data is the type and source of research data obtained directly from the first source (not through intermediaries) both individuals and groups. So the data is obtained directly. Primary data are specifically conducted to answer research questions. The author collected primary data using survey method and also observation method. The survey method is a method of collecting

primary data that uses oral and written questions. The author conducted an interview with the Head of PDAM Tirta Raja Ogan Komerling Ulu Regency to obtain the data or information needed. Then the author also collected data using the observation method. The observation method is a primary data collection method by observing certain activities and events that occur. So the author came to PDAM Tirta Raja Ogan Komerling Ulu Regency to observe the activities that occurred at the company to get data or information that was in accordance with what was seen and in accordance with reality.

### Secondary Data

Secondary data is a source of data for a study obtained by researchers indirectly through intermediary media (obtained or recorded by other parties). Secondary data is in the form of evidence, records or historical reports that have been compiled in archives or documentary data.

### Data Collection Methods

The method of data collection in this study was using questionnaires. According to (Fitriani & Sugiyono, 2018) questionnaire is a data collection technique carried out by giving a set of questions or written statements to respondents for answering. In this study, a questionnaire was made containing a list of questions related to the research. Researchers want to make it easier for resource persons to provide answers to interview questions.

This study used the Likert scale. Likert scale is a method that states agree or disagree, used to measure the opinions and perceptions of a person or group of people about social phenomena. On the Likert scale the use of the measured variable, must first be translated into variable indicators. Furthermore, the indicator is used as a starting point for compiling instrument items in the form of statements and questions using the Likert scale, has a gradation from very positive, to very negative, in the form of words and then given a score, namely:

**Table 1** Description of Scores on the Likert Scale

Category	Code	Score
Totally Agree	(SS)	5
Agree	(S)	4
Simply Agree	(N)	3
Disagree	(TS)	2
Strongly Disagree	(STS)	1

Source: Sugiyono, (2019)

The purpose of the questionnaire method in this study was to determine the responses of Tirta Raja Regional Water Supply Company (PDAM) Employees

Ogan Komerling Ulu Regency regarding the variable level of supervision and job satisfaction with employee performance with commitment as an intervening variable in the Tirta Raja Drinking Water Regional Company (PDAM) Ogan Komerling Ulu Regency.

The data collection methods used in the study include:

### Observation

Observation is carried out as observation and search with systematically the phenomena investigated. This method is used to find out more closely about the object under study by a direct

visit by researchers to the office of the Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komering Ulu Regency.

Questionnaire is a data collection technique by sending a list of questions to respondents to fill out. In this study, the questionnaire was addressed to employees of the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komering Ulu Regency, namely about the effect of supervision and job satisfaction on employee performance with employee commitment as an intervening variable in the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komering Ulu Regency.

According to Sugiyono, (2018) documentation is a method used to obtain data and information in the form of books, archives, documents, writing numbers and images in the form of reports and information that can support research.

### Data Analysis Methods

The data analysis method in this study uses the Structural Equation Model (SEM) in the model and hypothesis testing. SEM is a multivariate statistical technique that is a combination of factor analysis and regression analysis (correlation), which aims to examine the relationships between variables in a model, be it between indicators and constructs or relationships between constructs. The content of an SEM model is variable statistics, consisting of latent statistics and manifest statistics. If there is a latent statistic, it will certainly tone two or more manifest statistics. Latent variables are also called unobserved variables, constructs, or latent constructs.

Quantitative data obtained through questionnaires distributed to respondents were analyzed using Structural Equation Modeling (SEM) Analysis using Partial Least Square (PLS) Software. PLS can be used on every type of data class (nominal, ordinal, interval, ratio) as well as more flexible assumption requirements. PLS is also used to measure the relationship of each indicator to its construct. In addition, in PLS can be carried out bootstrapping tests on structural models that are outermodel and innermodel.

According to Gaston in (Yamin & Gloppen, 2011) mentioned PLS can be used for confirmation purposes, such as hypothesis testing and exploration purposes. PLS is more concerned with exploration than confirmation, but the main purpose of PLS is to explain the relationship between constructs and emphasize the understanding of the value of the relationship. In this case, what must be considered is the necessity of a theory that provides assumptions to describe the model, variable selection, analytical approach, and interpretation of results.

### Descriptive Statistics

The data analysis method in this study uses descriptive statistics with quantitative data and SEM (Structural Equation Model) which aims to obtain a comprehensive picture of the direct or indirect influence between supervision and job satisfaction on employee performance with employee commitment as an intervening variable.

**Table 2 Classification of Respondent Response Scores**

No	% Score	Criterion
1	20.00-36.00	Very Poor/Very Low
2	36.01-52.00	Bad / Low
3	52.01- 68.00	Quite good/medium
4	68.01-84.00	Good/high
5	84.01-100.00	Very Good/Very High

Source : Sugiyono, 2022

### **Inferential Statistics**

The definition of inferential statistics according to Sugiyono, (2012) is a statistical technique used to analyze sample data and the results are applied to a clear population and the sampling technique from the population is carried out randomly. According to Sugiyono, (2014) inferential statistics are statistics used to analyze sample data and the results are generalized (inferential) to the population where the sample is taken.

### **Test Instruments**

This research using an instrument in the form of a questionnaire must meet the requirements for validity and reliability. Questionnaires that have been prepared must first be tested for validity and reliability before actual research is carried out. Validity and reliability tests can be performed as follows:

#### **Validity Test**

Validity test is a test used to determine and test the accuracy and determination of a measuring instrument to be used as a measure of something that should be measured. Sugiyono in (Dewi & Sudaryanto, 2020). The questionnaire validity test can be declared valid if each question item contained in the questionnaire can be used as an intermediary to reveal and know something that will be measured by the questionnaire.

#### **Reliability Test**

The reliability test on a research instrument is a test used to determine whether the questionnaire used in taking research data can be said to be reliable or not Dewi & Sudaryanto, (2020) in this research reliability test was carried out using Alpha Cronbach. Where according to Putri Dalam (Dewi & Sudaryanto, 2020) if a variable shows an Alpha Cronbach value of  $>0.60$ , it can be concluded that the variable can be said to be reliable or consistent in measuring.

## **RESULTS AND DISCUSSION**

### **Overview of the Research Object**

#### **History of Regional Water Supply Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency**

The OKU Regional Drinking Water Company is a Regional Owned Enterprise of Ogan Komerling Ulu Regency, which was established in 1979 and fully operational in 1981 by the Department of Public Works, Directorate General of Cipta Karya, Clean Water Sub Project (PAB) South Sumatra under the name of the OKU Drinking Water Management Agency (BPAM).

In 1986 based on the Regional Regulation (Perda) of Ogan Komerling Ulu Regency No. 3 of 1986 concerning the Establishment of PDAM OKU it was determined that the name and status of the Ogan Komerling Ulu Regional Drinking Water Company belonged to the Regional Government of Ogan Komerling Ulu Regency.

To regulate the working procedures of PDAM OKU, Regional Regulation No. 23 of 1988 dated August 31, 1988 concerning the Basic Provisions of the Supervisory Board, Directors and Personnel of PDAM OKU which was approved by the Decree of the Governor of South Sumatra NO. 802/SK/V/1989 dated December 4, 1989. Since 2010, the working procedures of PDAM OKU have been perfected with the enactment of Regional Regulation No. 9 of 2010 dated June 17, 2010 concerning the organs and personnel of the Regional Water Supply Company (PDAM) of Ogan Komerling Ulu Regency.

## **Respondent Overview**

In this study, the population and sample were all employees at the Tirta Raja Regional Water Supply Company (PDAM) Office, Ogan Komering Ulu Regency, totaling 180 people using a saturated sampling method. From the distribution of questionnaires carried out, in general the respondents of this study were categorized and explained as follows:

### **Gender**

Based on gender, respondents consist of 2 groups, namely men and women. The characteristics of respondents by sex.

It is known that 163 respondents were male employees and 17 respondents were women in PDAM Tirta Raja Kab. OKU.

### **Age**

It is known that of the 180 respondents, respondents aged 20-30 years as many as 20 or 11.11%, respondents aged 31-40 years as many as 121 or 67.22%, respondents aged 41-50 years as many as 27 or 15%, while respondents aged >50 years as many as 12 people as much as 6.666%. This shows that the majority of employee respondents at PDAM Tirta Raja Kab.OKU are aged 31-40 years.

### **Marital Status**

Based on the marital status of respondents consisting of 2 groups, namely married and single, the characteristics of respondents are based on marital status.

It is known that from 180 respondents, it shows that the majority of respondents employees at PDAM Tirta Raja Kab.OKU are married as many as 161 people or 89.44%.

### **Recent Education**

It is known that of the 180 respondents, respondents with high school education / equivalent as much as 112 or 62.22%, respondents with Diploma education as much as 27 or 15%, respondents with Bachelor education as much as 40 or 22.22%, respondents with Master education as much as 1 or 0.5555%. Based on these data, it shows that the majority of employee respondents at PDAM Tirta Raja Kab. OKU have a secondary school education.

### **Period of Service**

Berdasarkan hasil yang telah di teliti diketahui bahwa dari 180 responden, responden dengan masa kerja < 1 tahun sebanyak 10 atau 5,555%, responden dengan masa kerja 1-5 tahun sebanyak 40 atau 22,22%, responden dengan masa kerja 6-10 tahun sebanyak 105 atau 58,33%, responden dengan masa kerja 11-15 tahun sebanyak 25 atau 13,88%. Hal ini menunjukkan bahwa mayoritas responden pegawai di PDAM Tirta Raja Kabupaten OKU memiliki masa kerja 6-10 tahun.

### **Descriptive Research Variables**

Description of research data that shows a recapitulation of the answers given by respondents to statements from supervision, job satisfaction, performance and commitment consisting of several statement items with 5 scales, strongly agree, agree, neutral, disagree, and strongly disagree. The minimum score is one, which indicates that respondents strongly disagree with the statements in the questionnaire. While the maximum score is five which indicates that respondents strongly agree with the statements in the questionnaire.

### **Descriptive Analysis of Supervisory Variables**

The results of the field data obtained showed that most answered "in agreement" to the statements about Surveillance. A summary of respondents' perceptions of the Surveillance statements is as follows:

Based on Table 4.6 above, the supervisory variables show that the average score of 9 respondents' statements regarding work supervision is strongly disagree (STS) by 8.2%, disagree

(TS) by 16.7%, neutral (N) by 21.6%, agree (S) by 32.5%, strongly agree (SS) by 21.0%. The overall average presentation is 67.82%, meaning that the work supervision variable in respondents falls into the category of quite good. The highest score on the work supervision variable was 58.9%, indicator X1.9 was included in the good category with the statement "The leader gives strict sanctions to employees who are lazy" meaning that employees agree with the actions of the leader who give strict sanctions to other employees who are lazy and do not work seriously. Consistent sanctions can help maintain discipline in the workplace, creating a more organized and efficient work environment. According to Nitisemito (2016), work supervision is needed to create civility in supporting organizational success.

While the lowest score is 28.3%, the X1.8 indicator is included in the neutral category with the statement that "Leaders set work standards for employees" means that this indicates that leaders are still lacking in setting work standards for employees. According to Effendi (2014) stated that the importance of setting work standards, because supervision is the same as control as the process of monitoring activities to ensure that they are completed as planned.

#### **Analysis Descriptive Variables of Job Satisfaction**

The results of the field data obtained showed that most answered "agree" to statements about Job Satisfaction. A summary of respondents' perceptions of statements regarding Job Satisfaction is as follows which is shown in table 4.7.

Based on Table 4.7 above, the job satisfaction variable shows that the average score of 9 respondents' statements regarding job satisfaction was strongly disagree (STS) of 3.7%, disagree (TS) of 17.3%, neutral (N) 20.6%, agree (S) of 38.5%, strongly agree (SS) of 19.7%. The average presentation of 72.64% means that the job satisfaction variable is included in the good category. The highest score on the job satisfaction variable was 47.2%, which is an indicator X2.9, included in the good category with the statement "determined from work performance" meaning that having work performance will affect employee job satisfaction. This is supported by the two-factor theory, this theory was first developed by Frederick Herzberg (1959) where satisfaction factors (satisfaction), are the driving factors for work performance and morale. Because by determining work performance, employees will do their best for good results in the company.

As for the lowest score on the job satisfaction variable was 24.6% on the X2.6 indicator, it was included in the medium category with the statement "I am satisfied with the policies or rules in the organization" meaning that employees agree or feel that the policies that have been set are fair and adequate. According to Sunyoto (2015) with clear, fair, and supportive rules and policies, a positive work environment can increase employee motivation and performance, and create a pleasant atmosphere.

#### **Analysis Descriptive Performance Variables**

The results of field data obtained showed that most answered "agree" to statements about Employee Performance. A summary of respondents' perceptions of statements regarding Employee Performance is as follows:

Based on Table 4.8 above, the employee performance variables show that the average score of 9 respondents' statements regarding employee performance was strongly disagree (STS) of 6.4%, disagree (TS) 18.1%, neutral (N) 27.4%, agree (S) 32.5%, strongly agree (SS) of 15.6%. 66.77% means that employee performance variables are included in the good category. For the highest score on the employee performance variable was 6.4% indicator Y7, included in the good category with the statement "Employees easily cooperate with friends in the same section or division" this shows that employees are able to work with friends of the same section or division. According to Siagian (2017) one of the success factors of employee performance is seen from

cooperation, employees must be able to cooperate with everyone in the organization, both with fellow employees and with superiors at work and find solutions to every problem in the organization. If you are able to cooperate well, employees can be said to have good performance.

As for the lowest score on the employee performance variable is 26.1% indicator Y2, it is included in the neutral category with the statement "The work given to this employee is in accordance with the ability of employees" meaning that employees are given jobs according to their abilities. According to (Liu et al., 2024) provides tasks and jobs according to the ability of employees.

### **Analysis Descriptive Commitment Variables**

The results of the field data obtained showed that most answered "agree" to statements about Employee Commitment. A summary of respondents' perceptions of statements regarding Employee Commitment is as follows:

Based on Table 4.9 above, the employee commitment variable shows that the average score of 9 respondents' statements regarding employee commitment was strongly disagree (STS) at 6.3%, disagree (TS) at 24.3%, neutral (N) at 22.6%, strongly agree (SS) at 12.8%. The overall average presentation of 64.50% means that the employee commitment variable is included in the category of quite good. The highest score of the employee commitment variable was 6.3%, the Z9 indicator was included in the fairly good category with the statement "I feel non-committed if I leave the organization where he works" means that employees have high work commitment, so when employees leave the organization feel noncommittal. This is in line with the theory mentioned by Newsrom and Davis (2004), employee commitment to the organization indicates the employee's desire to stay and work and devote themselves to the organization. Employee commitment also reflects the extent to which an employee identifies with the organization, the employee's involvement in the organization, and the desire not to leave the organization.

As for the lowest score on the employee commitment variable was 26.1%, the Z6 indicator was included in the neutral category, with the statement "I work hard to advance the organization" meaning employees that employees are less committed to working hard to advance the organization. according to Gibson (1997) employees with high commitment must have high work motivation as well. With high work motivation and sincerity from employees to do work to achieve

### **Data Analysis Results**

The first stage of testing carried out is a validity and reliability test, followed by a hypothesis test. The testing carried out in this study used SmartPLS software 4.0 for windows.

### **Test Measurement Model (Outer Model)**

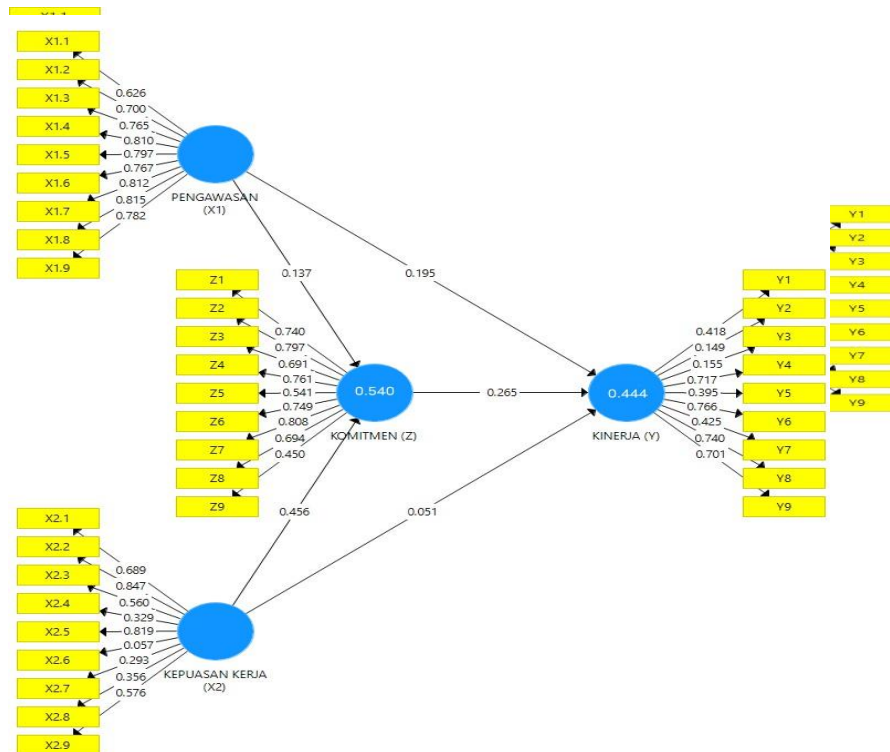
Outer model or the measurement model is a specification of the relationship between latent variables and indicators called indicator tests. In the indicator test, model evaluation is carried out with validity and reliability tests. There are two kinds of validity tests, namely convergent validity tests (covergent validity) and discriminant validity test (discriminant validity). While reliability tests can be done by looking at the output results of Crobach Alpha and Composite Reliability. To get valid and reliable results, testing must be done with SmartPLS 4.0 Several tests to get valid and reliable results.

### **Covergent Validity**

The convergent validity of the measurement model with indicator reflection is assessed based on the correlation between score components/items estimated using SmartPLS 4.0 software. The reflection size is said to be high when it correlates more than 0.70 with the measured construct. In this study, the initial stage of developing a measurement scale of loading factor values of 0.5-0.6 is still considered adequate. According to (Humanitisri & Ghozali, 2019), in early stage

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research, reflective size is said to be high when correlated more than 0.7 with the construct to be measured. However, for early stage research from the development of a measurement scale, the loading factor value of 0.5 to 0.6 is considered sufficient. The following test results that have been carried out can be seen in the picture below:



Source : Primary Data, 2023

**Figure 1** SmartPLS 4.0 First Stage Algorithm Test Results

Figure 1 shows the specification model between latent variables with their respective indicators as well as with outer loading values. The following is the outer loading value of each indicator in the research variable:

**Table 2** First Stage Outer Loading Values

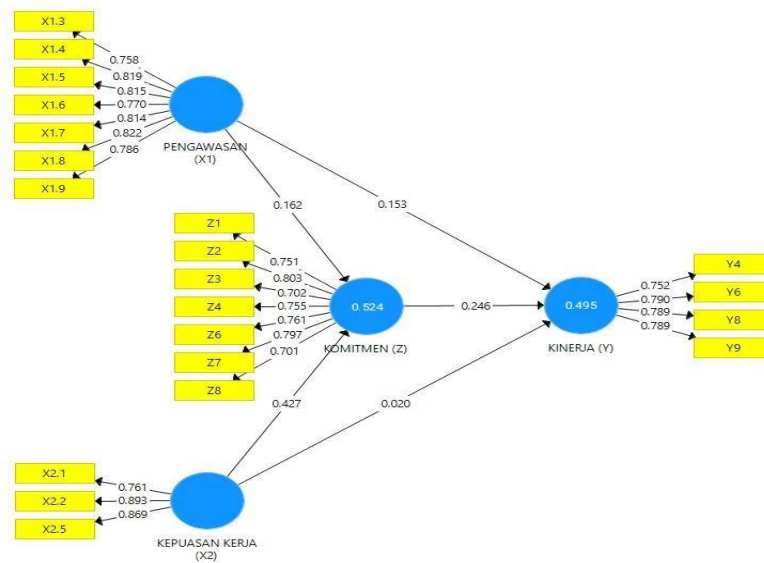
Variable	Indicators	Outer Loading	Information
Surveillance (X1)	X1.1	0,626	Invalid
	X1.2	0,600	Invalid
	X1.3	0,765	Valid
	X1.4	0,810	Valid
	X1.5	0,797	Valid
	X1.6	0,767	Valid

Variable	Indicators	Outer Loading	Information
Job Satisfaction (X2)	X1.7	0,812	Valid
	X1.8	0,815	Valid
	X1.9	0,782	Valid
	X2.1	0,701	Valid
	X2.2	0,847	Valid
	X2.3	0,560	Invalid
	X2.4	0,329	Invalid
	X2.5	0,819	Valid
	X2.6	0,057	Invalid
	X2.7	0,293	Invalid
	X2.8	0,356	Invalid
	X2.9	0,576	Invalid
Performance (Y)	Y1	0,418	Invalid
	Y2	0,149	Invalid
	Y3	0,155	Invalid
	Y4	0,717	Valid
	Y5	0,395	Invalid
	Y6	0,766	Valid
	Y7	0,425	Invalid
	Y8	0,740	Valid
	Y9	0,701	Valid
Commitment (Z)	Z1	0,740	Valid
	Z2	0,797	Valid
	Z3	0,701	Valid
	Z4	0,761	Valid
	Z5	0,541	Invalid
	Z6	0,749	Valid
	Z7	0,808	Valid
	Z8	0,704	Valid
	Z9	0,450	Invalid

Source : Primary Data, 2023

The parameters of the convergent validity test (covergent validity) can be known based on the output results of outer loading  $> 0.7$ . Based on Table 4.10 above, it can be seen that the outer loading value on each indicator is still invalid or below 0.7. Indicators with a low degree of validation should be eliminated from the model. Here is the outer loading value after the indicator with a value below 0.7 eliminated which results in a new model image as follows:

The Effect of Supervision and Job Satisfaction on Employee Performance With Employee Commitment As An Intervening Variable in The Tirta Raja Drinking Water Regional Company (PDAM), Ogan Komering ULU Regency



Source : Primary Data, 2023

**Figure 2** SmartPLS 4.0 Second Stage Algorithm Test Results

Figure 2 above is the result of validity and reliability testing after elimination of previously invalid constructs using SmartPLS 4.0. It can be seen that the outer loading results have increased compared to the previous results. Here are the outer loading values of each indicator in the second test shown in the table below.

The results can provide data that there is an increase in outer loading values for previous indicators after some indicators with values below 0.7 are removed and recalculated. So it can be concluded that the indicators used in this study for convergent validity tests are valid and acceptable.

**Discriminant Validity**

Discriminant validity is used to ensure that each concept of a latent variable is not the same as another. Discriminant validity is done by looking at the value of cross loading construct measurements. A model that has good discriminant validity if each cross loading value of each indicator in a latent variable has a greater value than the cross loading value of other variables. After data processing using SmartPLS 4.0 the results of cross loading can be shown in table 4.12 below:

**Table 3** Cross Loading Value

Indicators	Surveillance (X1)	Satisfaction (X2)	Performance (Y)	Commitment (Z)	Ket.
X1.3	0,758	0,043	0,169	0,144	Valid
X1.4	0,819	0,056	0,314	0,149	Valid
X1.5	0,815	0,128	0,172	0,178	Valid
X1.6	0,770	0,116	0,122	0,177	Valid
X1.7	0,814	0,123	0,063	0,177	Valid
X1.8	0,822	0,135	0,068	0,247	Valid
X1.9	0,786	0,054	0,157	0,110	Valid

Indicators	Surveillance (X1)	Satisfaction (X2)	Performance (Y)	Commitment (Z)	Ket.
X2.1	0,121	0,761	0,178	0,425	Valid
X2.2	0,054	0,893	0,072	0,338	Valid
X2.5	0,104	0,869	0,099	0,331	Valid
Y4	0,157	0,215	0,752	0,242	Valid
Y6	0,137	0,178	0,790	0,227	Valid
Y8	0,191	0,026	0,789	0,187	Valid
Y9	0,164	0,030	0,789	0,236	Valid
Z1	0,205	0,282	0,156	0,751	Valid
Z2	0,203	0,215	0,268	0,803	Valid
Z3	0,253	0,222	0,177	0,702	Valid
Z4	0,136	0,419	0,136	0,755	Valid
Z6	0,169	0,360	0,346	0,761	Valid
Z7	0,120	0,439	0,273	0,797	Valid
Z8	0,048	0,347	0,093	0,701	Valid

Source : Primary Data, 2023

From the results of cross loading in Table 3 shows that each indicator in the research variable has a greater cross loading value compared to the cross loading value in other variables. From the results obtained, it can be stated that the indicators used in this study already have valid discriminant validity and have shown true value.

**Average Variance Exrtacted, Cronbach's Alpha, and Composite Reliability**

Another method used to assess discriminant validity is using Average Variance Extracted (AVE) values. Furthermore, construct reliability testing was carried out by measuring composite reliability and Cronbach's alpha, to find out whether the indicators used in this study were reliable or not. If the Composite Reliability value of a variable >0.7, then a variable is declared to meet the reliable criteria. Furthermore, if the value of Cronbach's alpha of a variable is more >0.6 then the variable is reliable.

The results showed that the value of Average Variance Extracted (AVE) on the variables supervision, job satisfaction, performance and commitment was above 0.5 which means that the construct of the estimation model has met the criteria of discriminant validity. In addition, the composite reliability value in each of the above constructs also has a value above > 0.7. With the resulting value, all constructions have good reliability in accordance with the minimum value limit that has been required. Furthermore, the recommended Cronbach alpha value is above 0.6 and the lowest value in the above construct is 0.786, which means it meets the desired criteria. So it can be concluded that the variables and indicators used in this study are valid and reliable.

**Structural Model Test (Inner Model)**

After all indicators and variables are declared valid and reliable, the next step is to see the influence between one latent variable and other variables, both exogenous and endogenous as well as its significance by looking at the value of the Coefficient of Determination (R2), Effect Size (F2), Predictive Relevance (Q2), and P Values. For the value of the coefficient of determination, the following results are obtained:

**Coefficient of Determination (R2)**

According to Ghozali & Latan (2015), the coefficient of determination is carried out with the aim of measuring how far the model is able to explain the variation of the dependent variable.

The following are the results of the coefficient of determination test which will be explained in table 4 below:

**Table 4** Coefficient of Determination (R2)

Variable	R Square	Adjusted R Square
Performance (Y)	0,495	0,490
Commitment (Z)	0,524	0,516

Source : Primary Data, 2023

The structural model in this study uses more than 2 exogenous variables, so the magnitude of the simultaneous influence is seen from the value of the Adjusted R square. Based on the results of the adjusted R square calculation in the table above, it can be explained that the adjusted R square value of Performance is 0.490 which shows that Employee Performance is influenced by Supervision and Employee Job Satisfaction by 49%. This value is lower than the Adjusted R square of Commitment of 0.516 which shows that Supervision, Job Satisfaction and Employee Performance have a simultaneous influence of 51% on Employee Commitment.

According to Hair, et al (2020) the R-Square value is divided into three models, namely, > 0.75 indicates that the model is strong, 0.50 - 0.70 indicates a medium or moderate model, while < 0.25 indicates a weak model. And each of the variables belongs to the medium or moderate model.

#### Effect Size (f2)

The F-square (Effect Size) value is used to determine how influential the predictor variable is on the dependent variable. According to Ghazali & Latan (2015), the criteria in the Effect Size assessment are as follows: 0.02 is in the small category, 0.15 is in the moderate or medium category, and 0.35 is in the strong category. The following is the Effect Size value based on the test that has been done:

**Table 5** Effect Size

Variable	Effect Size
Surveillance – Performance	0,296
Job Satisfaction – Performance	0,272
Commitment – Performance	0,338
Supervision – Commitment	0,245
Job Satisfaction – Commitment	0,232

Source : Primary Data, 2023

Based on the results of the f-square test that has been carried out, it can be known that each variable has medium or moderate status, which means that the independent latent variable and the predictor variable used in this study have a relatively moderate or moderate influence.

#### Q-square Predictive Relevance (Q2)

Then after seeing the value of the f-square what is done is to see how good the model in this study is by doing Q-square Predictive Relevance (Q2) calculations. The purpose of the Q-square value is used to measure how well the observation value is produced by the model and also the parameter estimation. A model is considered to have a relevant Predictive Relevance value if the Q-square value is greater than 0 (zero) and this model will be better if the Q-square value is close to 1. Here are the Q-square test results:

Based on the table above, it can be seen that the Q-square value of the Performance Variable is 0.054 > 0 and the Q-square value of the Commitment Variable is 0.120 > 0, which means that

the observation value produced by the model in this test is categorized as good or has a Predictive Relevance value because the Q2 calculation results are close to number 1.

### **Effects of Supervision on Performance**

Based on the results of research calculations using SmartPLS, the value of the parameter coefficient (original sample) for the variable of supervision of performance was 0.153, the value of the test results of the coefficient of estimation (average sample) of supervision of employee performance was 0.165 with a t-statistic value of 2.281, standard deviation of 0.067 and value p-value is  $0.024 < 0.05$ , this shows that supervision has a positive and significant effect on employee performance in Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komering Ulu Regency. This means that the higher the level of supervision, the higher the level of employee performance. Conversely, the lower the level of supervision, the lower the level of employee performance. The results of this analysis are similar to research conducted by (Nasution & Khair, 2022) which states that work supervision has a positive and significant effect on employee performance. In addition, research conducted by (Saputri et al., 2020) also states that work supervision has a positive and significant effect on employee performance.

With high supervision of employees, it will greatly affect employee performance. Employees are more likely to work more seriously and efficiently when they know they are being monitored. This can help increase employee work productivity. In addition, a high level of supervision can encourage employees to better comply with organizational rules and policies.

### **The Effect of Satisfaction on Performance**

Based on the results of research calculations using SmartPLS, the value of the parameter coefficient (original sample) for the supervisory variable on performance was 0.020, the value of the test results of the estimation coefficient (average sample) of job satisfaction on employee performance was 0.011 with a t-statistic value of 0.237, standard deviation of 0.085 and value p-value is  $0.813 > 0.05$ , this shows that job satisfaction does not have a significant effect on employee performance in Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komering Ulu Regency. There are many factors that can explain job satisfaction does not always affect performance, one of which is the complexity of employee relationships that are not always simple. Where each individual has different preferences and priorities. This is supported by research conducted by (Rialmi et al., 2020) which also said that job satisfaction does not have a significant effect on employee performance.

### **Effects of Supervision on Commitment**

Based on the results of research calculations using SmartPLS, the value of the parameter coefficient (original sample) for the supervisory variable on commitment was 0.162, the value of the test results of the estimation coefficient (average sample) of supervision of employee work commitment was 0.169 with a t-statistic value of 2.280, standard deviation of 0.071 and value p-value is  $0.024 < 0.05$ , this shows that supervision has a positive and significant effect on employee work commitment in Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komering Ulu Regency. Effective supervision can motivate employees to carry out their duties well. This can increase employee commitment to work. And coaching-oriented supervision can make employees feel a sense of responsibility for their work. The results of this study are also in line with research conducted by (Astuti, 2019) on the effect of supervision on employee commitment which states that supervision has a positive and significant effect on employee work commitment at PT Lang Jaya Makmur Bersama.

### **The Effect of Job Satisfaction on Commitment**

Based on the results of research calculations using SmartPLS, the value of the parameter

coefficient (original sample) for the variable of job satisfaction with commitment was 0.427, the value of the test results of the estimation coefficient (average sample) of supervision of employee performance was 0.428 with a t-statistical value of 7.357, standard deviation of 0.058 and value p-value is  $0.000 < 0.05$ , this shows that job satisfaction has a positive and significant effect on employee commitment in Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency. This means that the higher the level of job satisfaction, the higher the employee's work commitment. Employees who feel satisfied with their work will tend to be more committed to the organization where they work, because they have a sense of ownership of the work and organization. This is supported by research conducted by Sutedi, Prahiawan, and Nutus (2021) which says that job satisfaction affects employee commitment.

#### **The Effect of Performance on Commitment**

Based on the results of research calculations using SmartPLS, the value of the parameter coefficient (original sample) for the performance variable against commitment was 0.246, the value of the test results of the estimation coefficient (average sample) of employee performance to commitment was 0.263 with a t-statistic value of 3.163, standard deviation of 0.078 and value p-value is  $0.002 < 0.05$ , this shows that employee performance has a positive and significant effect on employee commitment in Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency. When employees feel that their work is valued, employees tend to be more attached and increase commitment to the organization, which is supported by several factors such as recognition and appreciation given by the organization, career development and a supportive work environment can increase employee commitment to the organization. This can have a positive impact on performance such as productivity, employee retention and improving the image of the organization. The results of this study are also in line with research conducted by (Rosita & Yuniati, 2016) which said that performance has a positive and significant effect on employee commitment.

#### **The Effect of Supervision on Performance through Commitment**

Based on the results of research calculations using SmartPLS, the value of the parameter coefficient (original sample) for the supervisory variable on employee performance with commitment as an intervening variable was 0.040, the value of the test results of the estimation coefficient (average sample) of supervision of employee performance with commitment as an intervening variable was 0.045 with a t-statistic value of 1.697, standard deviation of 0.024 and value p-value is  $0.091 > 0.05$ , this indicates that supervision has a positive and significant effect on performance. However, through commitment as an intervening variable, the relationship between supervision and performance does not have a significant influence. This shows that commitment cannot be a mediating variable between supervision and performance in Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komerling Ulu Regency. This is supported by research conducted by (N. Febriani & Hartini, 2023) which said that less strong commitment as a mediating variable so that not Influence on employee supervision and performance.

#### **The Effect of Job Satisfaction on Performance through Commitment**

Based on the results of research calculations using SmartPLS, the value of the parameter coefficient (original sample) was obtained for the variable of job satisfaction with employee performance with commitment as an intervening variable of 0.105, the value of the test results of the estimation coefficient (average sample) of supervision of employee performance with commitment as an intervening variable of 0.113 with a t-statistic value of 2.863, standard deviation of 0.037 and p-value is  $0.005 > 0.05$  This indicates that job satisfaction has no significant effect on performance. However, through commitment as an intervening variable, the relationship between

job satisfaction and performance has a positive and significant influence. This shows that commitment can be a mediating variable between job satisfaction and performance at the Regional Water Supply Company (PDAM) Tirta Raja Ogan Komering Ulu Regency. According to Smith (1996), commitment affects organizational outcomes. Job satisfaction not only directly affects employee performance, but also impacts employee commitment. High employee commitment can be a mediating factor between job satisfaction and performance. In other words, employees with good levels of job satisfaction can increase employee commitment, and this commitment can improve performance.

This is in line with research conducted by (Rosita & Yuniati, 2016) which said that commitment can be a mediating variable between satisfaction with employee performance, and proves that job satisfaction has a positive and significant effect on employee performance through commitment as an intervening variable.

### **Research Implications**

#### **Theoretical Implications**

The application of this research in terms of theory, increases knowledge about Supervision, Job Satisfaction, Employee Performance, and Employee Commitment for further researchers. Add the theory to the aspect of organizational life, because theory without implications, there will be no results.

This research is expected to contribute to the development and proof of the theory of the Effect of Supervision and Job Satisfaction on Employee Performance with Employee Commitment as an Intervening Variable in the Regional Drinking Water Company (PDAM) Tirta Raja Ogan Komering Ulu Regency. The theoretical implication is that supervision must be willing and able to improve its performance so as to achieve organizational goals.

#### **Practical Implications**

In practical terms, the implications of the results of this study can be formulated as follows:

Employee at Darerah Air Mineral Company (PDAM) Tirta Raja Ogan Komering Ulu Regency. Will achieve performance according to standards when the implementation of supervision has implications for policy considerations in facing and understanding training problems, work experience that can affect company performance, because it is a very important factor.

Increase the role of the Company's superiors PDAM Tirta Raja Kab. OKU who act as supervisors for PDAM Tirta Raja Kab.OKU employees. The practical implication is that company leaders must master and know the needs of employees at PDAM Tirta Raja Kab.OKU such as training needs, patterns of improving employee performance so that leaders can overcome problems that exist in the Tirta Raja Drinking Water Regional Company, Ogan Komering Ulu Regency.

### **CONCLUSION**

Supervision significantly enhances employee performance and commitment at the Regional Water Supply Company (PDAM) Tirta Raja, Ogan Komering Ulu Regency. While job satisfaction has a positive impact on employee performance, its effect is not deemed significant. However, job satisfaction plays a notable role in influencing employee commitment, and committed employees exhibit improved performance. Commitment is identified as a significant factor positively impacting employee performance at PDAM Tirta Raja. Notably, supervision does not directly affect performance but indirectly influences it through commitment. Similarly, job satisfaction indirectly influences performance through commitment. In essence, high job satisfaction levels

The Effect of Supervision and Job Satisfaction on Employee Performance With Employee Commitment As An Intervening Variable in The Tirta Raja Drinking Water Regional Company (PDAM), Ogan Komering ULU Regency contribute to enhanced employee performance mediated by a strong commitment to their work.

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