

THE EFFECT OF MONITORING AND MOTIVATION ON DISCIPLINE OF INCENTIVE EMPLOYEES AS A MODERATING VARIABLES ON FINANCIAL MANAGEMENT AGENCY LANGSA CITY REGION

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ABSTRACT

For an organization that has human resources in the form of employees or employees. Every employee as part of an organization must be disciplined in accordance with the regulations of the organization. Disciplined employees are expected to have an impact on the achievement of organizational goals. Discipline is influenced by various factors and in this study based on supervision and motivation. The research objective was conducted to determine the effect of supervision and motivation on employee work discipline and the effect of supervision and motivation on employee work discipline moderated by incentives. This study uses primary data sourced from a research questionnaire. The population in this study were employees of the Langsa City Regional Financial Management Agency, amounting to 97 people. Then the sample used in the study was 97 respondents with a saturated sampling technique. Methods of data analysis using Moderated Regression Analysis (MRA). The results showed that supervision had a positive and significant effect on work discipline. Motivation has a positive and significant effect on work discipline. Incentives are not a moderating variable between supervision and work discipline. Incentives are not a moderating variable between motivation and work discipline. Thus, the incentive variable can become an independent variable or an intervening variable.

Keywords: Supervision, Motivation, Incentives, Work Discipline

INTRODUCTION

The role of human resources in the organization is very important because it is the prime mover of all activities in achieving the planned organizational goals. Therefore, the success or failure of an organization in maintaining its existence will start from the management's ability to manage its human resources. In essence, discipline is considered a good form of training. Discipline is one of the most important human resource management functions because the better the discipline of an employee, the higher productivity that can be achieved by employees. Without good discipline from employees, it will be difficult for the organization to achieve optimal results. Therefore, disciplinary action is not applied carelessly, but requires wise consideration (Handoko, 2012).

Rivai (2011) states that "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to comply with all company regulations". The problems that always occur in an organization are related to work discipline in general in the form of employee work discipline, there are factors that affect employee work discipline, such as supervision carried out by superiors and employee motivation.

Supervision is one way for leaders to unite resources and organize people in such a pattern so that they can work well to achieve the goals that have been set. Handoko (2012) explains that supervision is a systematic effort to set implementation standards with planning goals, design a feedback information system, compare real activities with predetermined standards, determine and measure deviations and take necessary corrective actions to ensure that all resources are used in an effective and efficient manner in achieving goals.

Motivation is actually an active energy that causes a change in a person that is seen in psychological symptoms, feelings and emotions so that it encourages individuals to act or do something because of the purpose of the need or desire that must be satisfied. Winardi (2010) states that motivation is divided into two, namely positive motivation where people are offered something of value (for example in the form of money, praise, the possibility of becoming a permanent employee) if their performance meets standards. There is also negative motivation using legal threats (admonitions, threats of demotion).

Incentives are a form of motivation that is expressed in the form of money on the basis of high performance and is also a sense of recognition from the organization of employees' work results and contributions to work units. So that the work unit must pay attention to providing incentives to employees. In other words, if the unit is unable to provide incentives, then will they still want to increase their performance and will they still obey the existing regulations without incentives in the form of rewards and punishments? Providing incentives as a form of stimulation to employees in improving work discipline is one of the things that needs to be considered not only when employees begin to decrease their level of discipline but when employee discipline remains stable so that they will be able to maintain and even improve the quality of work discipline concerned

The Regional Financial Management Agency of Langsa City, which has 97 employees, has work discipline, this can be seen from the presence and implementation of tasks. But the 97 employees are not all disciplined. There are also those who lack discipline such as from 100% attendance in the report, there are 73 who have 100% attendance and as many as 24 other people do not reach 100% due to illness, outside and without information.

For employees who have an attendance of less than 100%, they will be subject to sanctions in the form of incentive cuts according to their indiscipline. Meanwhile, those who reach 100% percent and have a good performance will have the opportunity to develop a career and this will motivate employees to work.

In connection with this study, there are several studies that examine that supervision affects work discipline, then motivation affects work discipline and there are also incentives that affect work discipline (Sigar, Sambul and Asloei, 2018) and Firdaus and Rovanita (2017). But there is also previous research that contradicts the motivation variable that does not affect employee work discipline (Fauzan, 2017) and Saputra (2014).

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Supervision

Manullang (2012) states that supervision in the human sector and its activities aims to determine whether the activities are running, in accordance with instructions, work plans and procedures. Supervision that is carried out properly will be able to increase the work discipline of employees and employees will always be responsible for the work carried out. Supervision has an important role in personnel management and has the closest relationship with individual employees directly and the good and bad of working employees will largely depend on how effective they are (Moekijat, 2010).

According to Manullang (2012) states that the purpose of supervision is to make what is planned come true. To be able to realize these goals, the supervision at the first level aims to carry out the work in accordance with the instructions that have been issued, and to find out the weaknesses and difficulties faced in implementing these findings, actions can be taken to improve them, both at that time and those that have been issued. will come. While Prayudi (2013), supervision is held with the aim of:

1. Knowing whether the work is running smoothly or not as planned.
2. Correcting the mistakes made by looking at the weaknesses.
3. Knowing whether the use of activity support facilities is in accordance with the plan.
4. Knowing the results of the work

Motivation

Motivation is a condition that encourages individual desire to carry out certain activities to achieve their desires (Sunyoto, 2013). Furthermore, Manullang (2012) states that motivation is a determining factor in the level of employee achievement and the company's ability to earn a profit or profit. Hasibuan (2015) is motivated to question how to direct the power and potential of subordinates so that they are willing to work together productively to achieve and realize what has been determined

According to Mas'ud (2014), motivational indicators include:

1. Responsibility

Responsibility is the ability of an employee to complete assigned tasks and jobs related to the provision of additional tasks given by superiors to their subordinates.

2. The work is very enjoyable

Namely the extent to which employees feel happy with the job given and do not consider work as a burden.

3. Motive based on money

Some people place the wage or salary factor as very important in improving performance.

4. Suitability of work

Is the harmony between the skills or abilities of the employee, the level of education and the job assigned to him

Incentive

Mangkunegara (2015) states that incentives are an award in the form of money given by the leadership of the organization to employees so that they work with high motivation and achievement in achieving organizational goals or in other words, work incentives are giving money outside the salary made by the leadership of the organization in recognition of work performance and employee contributions to the organization.

Rivai and Sagala (2013) state that the main purpose of providing incentives is to increase individual and group work productivity. More specifically, the purpose of providing incentives can be divided into two groups, namely:

1. For the Company.

The purpose of implementing incentives within the company, especially in production activities, is to increase the work productivity of employees by encouraging / stimulating employees

- a. Work more enthusiastically and fast.
- b. Work more discipline
- c. Work more creatively.

2. For employees

With the provision of incentives for employees to benefit, performance standards can be measured quantitatively.

- a. The performance standards above can be used as a basis for remuneration that is measured in money.
- b. Employees must be more active in order to receive more money

Discipline

Work discipline is a condition for making corrections or punishing employees who violate the provisions or procedures established by the organization (Sedarmayanti, 2009). According to Handoko (2012), work discipline is two words that have their own meanings. Therefore, to analyze it in depth, it is necessary to pay close attention to the understanding of the two words in

question. Work discipline is the willingness of a person who arises with his own awareness to follow the rules that apply in the organization.

According to Sutrisno (2016) the main purpose of work discipline is to increase efficiency as much as possible by preventing wasted time and energy. Apart from that, discipline tries to prevent damage or loss of property, machines, tools and work equipment due to carelessness, joking or theft. In general, it can be stated that the main purpose of fostering work discipline is for the continuity of the company in accordance with the company's motives.

According to Sutrisno (2016) that work discipline is influenced by supervision. Every activity carried out by the work unit needs supervision, which will direct the employees so that they can carry out their work appropriately and in accordance with the provisions. Supervision is a process of activities carried out by the leadership in ensuring the implementation of the activities of an organization according to the plans and provisions that have been determined (LAN in Satriadi, 2015). According to Sutrisno (2016) that work discipline is influenced by motivation. An employee who is motivated will perform or carry out every task assigned to him and will carry out each of these tasks as well as possible. Supervision is a process of activities carried out by the leadership in ensuring the implementation of the activities of an organization according to the plans and provisions that have been determined (LAN in Satriadi, 2015). Sutrisno (2016) states that income in the form of salaries, compensation and incentives and others received by workers can affect the upholding of work discipline. Based on research by Amalia and Adman (2017), incentives affect employee work discipline.

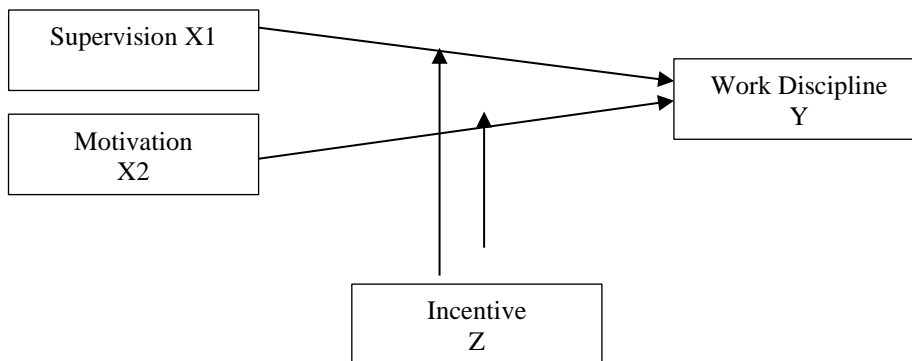


Figure 1. Research Framework

- H1. Significant oversight of work discipline.
- H2. Significant motivation for work discipline
- H4. Incentives moderate supervision with work discipline.
- H5. Incentives moderate motivation with work discipline

RESEARCH METHOD

Quantitative research methods can be defined as a research method used to examine a specific population or sample, data collection techniques using research instruments, quantitative / statistical data analysis with the aim of testing predetermined hypotheses. The type of research conducted by researchers is descriptive quantitative research, to determine the effect of supervision on work discipline and motivation on work discipline as well as incentives to moderate supervision and motivation to work discipline. data collection using a research questionnaire. The questionnaire was distributed to 97 employees at the Langsa City Regional Financial Management Agency with a questionnaire statement covering variables of supervision, motivation, incentives and work discipline. Supervision with 8 indicators consists of determining standard measuring instruments, conducting assessments or measurements, comparing work implementation with measurements, making improvements, setting targets, implementing processes, results and actions. The motivation variable with 11 indicators consists of, responsibility, very pleasant work, money-based motives, job suitability, promotion, work performance, work itself, appreciation, responsibility, recognition, success at work. Incentives with 11 indicators consist of: bonus, social security, award, praise, performance, length of service, seniority, need, fairness, eligibility, job evaluation. As well as work discipline with 12 indicators consisting of: punctuality, using office equipment properly, high responsibility, obedience to office rules, goals and abilities, role models, remuneration, justice, inherent supervision, penalties, human relations, and dexterity.

RESULTS AND DISCUSSION

Classical Assumption Test Results

The normality test uses the Kolmogorov-Smirnov test table as follows.

Table 1. Normalitas Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		97
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2,02714388
Most Extreme Differences	Absolute	,062
	Positive	,051
	Negative	-,062
Kolmogorov-Smirnov Z		,612
Asymp. Sig. (2-tailed)		,848

a. Test distribution is Normal.

b. Calculated from data.

Source: primary data processed, 2021

The table shows that the Asym.Sig. (2-tailed) of 0.848 and the value is greater than 0.05, it has met the requirements for residual data to be normally distributed.

The multicollinearity test results can be seen using table 2 as follows:

Table2Multikolinearitas Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Pengawasan	,292	3,430
Motivasi	,222	4,499
Insentif	,406	2,461

Source: primary data processed, 2021

Based on the results of the calculations in table 2, it is known that the value of tolerance > 0.1, namely for supervision is 0.292 > 0.1, motivation is 0.222 > 0.1, incentive is 0.406 > 0.1 and the value of Variance Inflation Factor (VIF) is < 10, supervision is 3.430. < 10, and motivation 4.449 < 10, and incentives 2.461 < 10, it can be stated that the monitoring, motivation and incentive variables do not occur multicollinearity.

The results of the heteroscedasticity test with the Glejser test in this study are as follows:

Table3Heteroskedastisitas Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,625	1,430		1,136	,259
1 Pengawasan	-,063	,043	-,278	-1,467	,146
Motivasi	,048	,062	,168	,774	,441
Insentif	,017	,048	,058	,359	,721

a. Dependent Variable: Abs_Res

Source: primary data processed, 2021

The table shows the results of the heteroscedasticity test using the Glejser test for the independent variable parameters of supervision, motivation and incentives, none of which is significant or sig > 0.05 and it can be stated that heteroscedasticity does not occur.

Data processing is carried out using multiple linear regression. The results can be seen in table 4

Tabel4.Regresi Linier Berganda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,209	2,566		3,199	,002
1 Pengawasan	,303	,077	,397	3,932	,000
Motivasi	,296	,111	,309	2,673	,009

a. Dependent Variable: Kinerjapegawai
Source: primary data processed, 2021

1. The regression coefficient b1 is 0.303 and a significant value of 0.000 indicates that there is a positive and significant effect of supervision on work discipline.
2. The regression coefficient b2 is 0.296 and a significant value of 0.009 indicates that there is a direct effect of the motivation variable on work discipline.

The results of the coefficient of determination test can be seen in table 5.

Tabel 5 Determination Coefficient Test (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,851 ^a	,724	,715	2,05958

a. Predictors: (Constant), Insentif, Lingkungankerja

b. Dependent Variable: Kinerjapegawai

Source: primary data processed, 2021

The table shows the coefficient of determination (R²) in the R square column of 0.724. These results state that 72.4% of work discipline can be explained by supervision and motivation while the rest (100-72.4%) = 27.6% can be explained by other variables not included in the estimation of this study.

MRA Tes Results I

1. Job satisfaction is not a moderating variable between the dependent variable employee performance and the independent variable work environment, but job satisfaction can be an independent or intervening variable, the results of the moderation test value sig = 0.768 > α 5%.
2. Job satisfaction is not a moderating variable between the dependent variable employee performance and the independent variable incentives, but job satisfaction can be an independent or intervening variable with the results of the moderation test, the value of sig = 0.659 > α 5%.

The Effect of Supervision on Work Discipline

The results showed that supervision has a positive and significant effect on work discipline and the second hypothesis which states that supervision has a positive and significant effect on work discipline at the Langsa City Regional Financial Management Agency is acceptable. The relationship between the two variables is unidirectional and if supervision increases, work discipline also increases. This means that supportive supervision, such as the existence of an assessment in accordance with the measurement, comparing the implementation of work with the size, making improvements if there are errors, achieving the set targets The results of supervisory research have an effect on work discipline in accordance with the opinion of Sutrisno (2016) that work discipline is influenced by supervision. Every activity carried out by the work unit needs supervision, which will direct the employees so that they can carry out their work appropriately and in accordance with the provisions. Supervision is a process of activities carried out by the leadership in ensuring the implementation of the activities of an organization according to the plans and provisions that have been determined (LAN in Satriadi, 2015). The results of this study are also supported by previous research conducted by Meika, Pramoro and Wahjuni (2017), where supervision has an effect on discipline.

The Effect of Motivation on Work Discipline

The results showed that motivation has a positive and significant effect on work discipline and the second hypothesis which states that motivation has an effect on employee work discipline at the Langsa City Regional Financial Management Agency is acceptable. The relationship between the two variables is unidirectional and if motivation increases, work discipline also increases. This means that the responsibility of employees for every given task as well as a very pleasant job, there are promotional opportunities for employees. The results of motivation research have an effect on work discipline in accordance with the opinion of Sutrisno (2016) that work discipline is influenced by motivation. An employee who is motivated will perform or carry out every task assigned to him and will carry out each of these tasks as well as possible. The results of this study are in accordance with previous research conducted by Putra, and Boide (2018), and research by Kumarawati, Suparta and Yasa (2017), where the motivation variable has a significant effect on employee work discipline

Incentives Do Not Moderate Supervision and Motivation of Work Discipline

The research results for the first MRA show that supervision, incentives and moderation of supervision and incentives are not significant to employee work discipline. Then the research results for the second MRA show that motivation, incentives and moderation of motivation and incentives are not significant to employee work discipline. This is because incentives can directly affect employee work discipline. This is because incentives can directly affect employee work discipline and based on previous research conducted by Firdaus and Rovanita (2017) it was found that incentives have a positive and significant effect on work discipline, according to Sutrisno (2016) who states that income in the form of salaries, compensation and incentives and others, what workers receive can affect the upholding of work discipline.

CONCLUSION

Supervision affects the work discipline of employees at the Langsa City Regional Financial Management Agency, where the activities or processes of monitoring are continuous and can help process the smoothness of tasks so that performance increases and is able to excel and be able to compete, and with the plans and policies of the work unit work carried out in accordance with the plan that has been determined and the desired results. Motivation has an effect on employee work discipline in the Regional Financial Management Agency of Langsa City. The relationship between the two variables is positive and if motivation increases, work discipline also increases. This means that the responsibility of employees for every given task as well as a very pleasant job, there are promotional opportunities for employees.

Leaders should supervise the work results of each employee both individually and in groups with results that must comply with the standards applicable to the Langsa City Regional Financial Management Agency. Supervision of work results can be carried out through respective superiors as well as the appointment of employees who are appropriate to assess work results. Leaders need to increase employee motivation in a way that if they want to earn greater income, then employees must do a good job such as the results of the work without errors, the results of work on time and thus the attendance must be on time. The incentives given to employees in motivating work are not only limited to money, leaders can also provide incentives in other forms such as award certificates for employees who have work performance, so that employees are more motivated to work.

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