

Analysis of Employee Job Achievement at Tirta Hita Buleleng Drinking Water Company through Job Satisfaction, Supervision and Work Discipline



Ketut Gunawan¹, Nyoman Suandana², I Gde Made Metera³, Fridayana Yudiaatmaja⁴, Kadek Gayatri Chandra Dewi⁵

^{1,2,3,4} Lecture of Faculty Management Study Program, Faculty of Economics, Panji Sakti University, Jl. Bisma No 22 Singaraja 81116, Bali, Indonesia

⁴Ganesha University of Education, Indonesia, Jln. Udayana No. 11, Singaraja, Kec. Buleleng, Kabupaten Buleleng, Bali

⁵Student of Faculty Management Study Program, Faculty of Economics, Panji Sakti University, Jl. Bisma No 22 Singaraja 81116, Bali, Indonesia

ABSTRACT: This research aimed to investigate the influence of job satisfaction, supervision, and work discipline on job achievement among employees at the Tirta Hita Buleleng Drinking Water Company. The study involved 52 employees as samples and utilized questionnaires as the data collection tool. Simultaneous influence was tested using an F-test, while partially influence was tested using a t-test. Performance variables included job quality, work quantity, and timeliness. Job satisfaction variables encompassed aspects like salary, job, promotion opportunities, relationships with superiors, and interactions with colleagues. Supervision variables included setting standards, performance measurement, performance assessment, and corrective actions. Work discipline variables included timeliness, efficient resource utilization, job responsibility, and compliance with rules. The data analysis results indicated a positive and significant influence of job satisfaction, supervision, and work discipline on job achievement among employees at the Tirta Hita Buleleng Drinking Water Company. Supervision had the most dominant impact on job achievement. These findings implied that these variables collectively contributed positively to improving job achievement at the water company. The research findings had significant implications for company management in their efforts to enhance employee performance and overall job achievement. Furthermore, this study could serve as a foundation for further research into other factors that might have affected job achievement among employees at the Tirta Hita Buleleng Drinking Water Company.

KEYWORD: Job Achievement, Job Satisfaction, Supervision, Drinking Water

INTRODUCTION

In the current era of globalization, the working world is facing increasingly complex and dynamic challenges (K. D. H. Gunawan et al., 2021). One of the aspects and supporting factors that must be considered for achieving goals is the human resource factor (Sari, 2019). Recognizing the importance of human resources for the continuity of public service and administrative activities, employees should be given special attention (Listiani et al., 2020).

Human resources are a particular focus at Tirta Hita Buleleng Drinking Water Company (K. Gunawan, 2021; K. Gunawan et al., 2022). High-quality human resources are expected to improve the quality of service at Tirta Hita Buleleng Drinking Water Company. The enhancement of employee quality will have a direct impact on job achievements. The achievements of Tirta Hita Buleleng Drinking Water Company are the tangible results of its employees' efforts.

Analysis of Employee Job Achievement at Tirta Hita Buleleng Drinking Water Company through Job Satisfaction, Supervision and Work Discipline

The job achievements of employees at Tirta Hita Buleleng Drinking Water Company have experienced a decline in recent years. According to the 2021 performance report issued by the Ministry of Public Works and Public Housing, it shows that the performance of Tirta Hita Buleleng Drinking Water Company is not among the best national state-owned regional companies (BUMD), although it falls within the category of a healthy state-owned regional company (Kementerian Pekerjaan Umum dan Perumahan Rakyat, 2022). Lagging behind several provinces on a national scale indicates the need to enhance the job achievements of Tirta Hita Buleleng Drinking Water Company employees. This drives the need to understand various factors that trigger the job achievements of Tirta Hita Buleleng Drinking Water Company employees.

The presence of job achievements enables employees to perform their job tasks more effectively. Job satisfaction serves as the basis for defining the appropriate criteria to evaluate employee performance (Ulfah et al., 2018). Job satisfaction is a crucial component for employees because it can influence their behavior, such as diligence and productivity (Kawiana et al., 2018). Employees who are content with what they receive from the company are more likely to go above and beyond expectations and continuously strive to improve their performance (Ghassani & Noor, 2019). Conversely, employees with low job satisfaction tend to perceive their work as monotonous and uninteresting, leading them to work reluctantly and haphazardly.

Another factor that influences job achievement is supervision. Through supervision, various important objectives can be reached. Supervision aims to ensure that the execution of tasks and responsibilities aligns with established plans, policies, and directives. Supervision assists in organizing the coordination of various activities within the organization, making processes more efficient. Supervision plays a role in preventing wastage and the misuse of resources, which could harm the organization. Supervision contributes to ensuring that the goods or services produced by the organization meet the expected quality standards, thus ensuring public satisfaction. Lastly, supervision also plays a role in building public trust in the organization's leadership. Therefore, the overall objectives of supervision are closely related to the organization's plans and mission.

Supervision is identified as a variable that has an impact on Job Performance. Supervision allows leaders to perform corrections and take follow-up actions based on the established standards for task completion (Kurniawati et al., 2021; Sumadi et al., 2022).

Another factor that plays a role in job performance is work discipline. How well an employee adheres to the established rules can significantly impact an organization's success in achieving its objectives. Work discipline for an employee is the conscious commitment to follow all the applicable regulations and social norms (Masriati et al., 2018; Mehroz Nida, 2017). Employee compliance with the rules includes punctuality, responsible use of resources, a strong sense of responsibility, and adherence to both written and unwritten rules. Given this scenario, the purpose of this research is to evaluate the extent to which job satisfaction, supervision, and work discipline influence job performance at Tirta Hita Buleleng Drinking Water Company.

METHODS

This research was carried out at Tirta Hita Buleleng Drinking Water Company, with a random sample of 52 employees. Data were collected using an online questionnaire instrument through the Google Form application. The employee job achievement variable includes indicators such as work quality, work quantity, and timeliness. The job satisfaction variable comprises indicators related to salary, job, promotion opportunities, supervisors, and coworkers. The supervision variable includes indicators like setting standards, job measurement, performance assessment, and corrective actions. The work discipline variable includes indicators such as punctuality, effective use of resources, job responsibility, and adherence to rules. Data were analyzed using the SPSS software to determine the direct and indirect influences on job achievement through job satisfaction, supervision, and work discipline. Simultaneous influence was tested using an F-test, while partially influence was tested using a t-test. Additionally, a dominance test was conducted to identify which variable had the highest influence on employee job achievement among those studied.

RESULT AND DISCUSSION

Respondent Characteristics

The respondents involved are described by their gender, employment status, educational level, and length of employment at Tirta Hita Buleleng Drinking Water Company. The description of each respondent's characteristic in this study is presented in Table 1.

Table 1. Characteristics of Research Respondents

No.	Characteristics	Category	Frequency	Percentage (%)
1	Gender	Female	25	48,07
		Male	27	51,93

Analysis of Employee Job Achievement at Tirta Hita Buleleng Drinking Water Company through Job Satisfaction, Supervision and Work Discipline

No.	Characteristics	Category	Frequency	Percentage (%)
2	Employee status	PNS	21	40,38
		Contract	31	59,62
3	Education degree	SMA/SMK	15	28,85
		Diploma	12	23,08
		Graduate	22	42,31
		Other	3	5,77
4	Work Experience	<5 Years	7	13,46
		5-10 Years	21	40,38
		10-15 Years	17	32,69
		>15 Years	7	13,46

ASSUMPTION TESTING RESULTS

The Assumption Testing was conducted through validity testing, reliability testing, and normality testing. Validity testing was performed by calculating the Pearson Correlation values for each variable in this research. Validity testing was also carried out by assessing the accuracy of the instrument using Cronbach's Alpha. The results of the validity and reliability testing were considered valid and reliable. Details of the data from the validity and reliability testing are presented in Table 2.

Table 2. Validity and Reliability Testing

No.	Variable	Pearson correlation	Cronbach's Alpha	Decision
1	Employee job achievement	0,820-0,898	0,826	Valid and Reliable
2	Job satisfaction	0,745-0,920	0,908	Valid and Reliable
3	Work Supervision	0,823-0,908	0,896	Valid and Reliable
4	Workplace Discipline	0,686-0,897	0,846	Valid and Reliable

The normality test was conducted, and the results indicate that the normality analysis using the Kolmogorov-Smirnov test has a significance value (Asymptotic Significance 2-tailed) of 0.388, which is greater than 0.05. Therefore, based on the decision-making basis in the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed.

SIMULTANEOUS TEST RESULT

The F-test is used to test the combined influence of all independent variables simultaneously on the dependent variable. This test aims to examine the simultaneous impact of job satisfaction, supervision, and work discipline on job achievement. The results obtained from this direct influence testing are presented in Table 3.

Table 3. Results of Simultaneous Testing on Job achievement

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	72.497	3	24.166	45.483	.000 ^a
Residual	25.503	48	.531		
Total	98.000	51			

Based on the analysis in Table 3, the F value in the ANOVA table (F observed) is 45.483. The critical F-table value for degrees of freedom (3, 49) is 2.79. The significance value (sig.) in Table 5.19 is 0.000. The criteria for the significance value are $0.000 < 0.05$. Therefore, the decision is that there is a simultaneous influence of job satisfaction, supervision, and work discipline on employee job achievement at Tirta Hita Buleleng Drinking Water Company.

PARTIALLY TEST RESULT

The t-test is used to examine each variable of employee job achievement partially. The results obtained for each variable of job satisfaction, supervision, and work discipline on employee job achievement are presented in Table 4.

Analysis of Employee Job Achievement at Tirta Hita Buleleng Drinking Water Company through Job Satisfaction, Supervision and Work Discipline

Table 4. Results of Partial Testing on Job achievement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.619	1.156		.535	.595
Job satisfaction	.224	.049	.397	4.612	.000
Work Supervision	.272	.059	.400	4.635	.000
Workplace Discipline	.202	.064	.280	3.169	.003

Based on Table 4, it is evident that the influence on job achievement through job satisfaction, supervision, and work discipline shows that the t-values obtained are greater than the critical t-table value (0.025; 48), which is 2.010. Therefore, it can be concluded that there is a partial influence of job satisfaction, supervision, and work discipline on employee job achievement.

THE DOMINANCE TEST RESULTS

To determine which of the three independent variables has the most significant influence on the dependent variable, a dominance test is conducted. The dominant variable can be identified by examining the Beta Coefficient values in the Standardized Coefficients table. Based on Table 4, it is found that the Beta Coefficient for job satisfaction is 0.397, for supervision is 0.400, and for work discipline is 0.280. The largest Beta Coefficient is associated with the supervision variable. This implies that the job achievement variable is more influenced by the supervision variable compared to the other variables.

DISCUSSION

The research findings indicate a positive and significant influence of the three independent variables, namely job satisfaction, supervision, and work discipline, on employee job achievement at Tirta Hita Buleleng Drinking Water Company. Job satisfaction is a part of the supportive feelings experienced by employees regarding the work assigned to them at Tirta Hita Buleleng Drinking Water Company. Supervision is a part of the efforts to control the implementation of employees' tasks to ensure that the work aligns with the planned objectives. Work discipline is a part of the endeavor to communicate with employees, encouraging them to consistently behave and strive to enhance their awareness and compliance with applicable regulations. All three variables collectively make a positive contribution to improving job achievement.

The research findings reveal a positive and significant influence of job satisfaction on employee job achievement at Tirta Hita Buleleng Drinking Water Company. Job satisfaction has a positive and significant impact on job achievement. Job satisfaction, seen as a general attitude toward one's job, whether it is enjoyable or not, can drive job performance through skill, experience, commitment, and the time taken to achieve job achievement (Ilmawan et al., 2017; Karatepe et al., 2006; Paais & Pattiruhu, 2020).

From these research results, it can be observed that job satisfaction plays a crucial role in employee productivity. Similarly, the findings from the research conducted at Tirta Hita Buleleng Drinking Water Company suggest that employees have a high level of job satisfaction, which makes their work enjoyable. This is in contrast to situations where job satisfaction is low, which can lead to boredom and reluctance. Tirta Hita Buleleng Drinking Water Company is seen as providing a conducive work environment, allowing employees to feel comfortable and capable of performing their assigned tasks effectively. Furthermore, the reasonable compensation provided also contributes to job satisfaction, motivating good job performance (Ghassani & Noor, 2019).

The research findings reveal a positive and significant influence of supervision on employee job achievement at Tirta Hita Buleleng Drinking Water Company. Supervision has a significant influence on employee job achievement. The research views supervision as a series of activities carried out by a leader to measure the effectiveness and efficiency of employee work in achieving pre-established goals (Kurniawati et al., 2021). In cases of errors or deviations, immediate corrections can be made. Effective supervision by leaders can lead to organizational or company development because it positively impacts employee performance, enhancing job achievement (Farisi, 2017).

In the research conducted among employees at Tirta Hita Buleleng Drinking Water Company, job achievement is a part of work results, encompassing quality, quantity, and timeliness achieved by an employee in fulfilling their responsibilities. Improved job achievement is supported by effective supervision by superiors. Enhanced job achievement is viewed from the perspective of

Analysis of Employee Job Achievement at Tirta Hita Buleleng Drinking Water Company through Job Satisfaction, Supervision and Work Discipline

supervision performed by superiors who consistently set work standards, measure performance, assess, and provide corrections to their subordinates. Employee job achievement is, therefore, based on supervision to achieve good work results.

The research findings indicate a positive and significant influence of work discipline on employee job achievement at Tirta Hita Buleleng Drinking Water Company. The research results suggest that work discipline, encompassing behavior and actions in accordance with organizational regulations, whether written or unwritten, strongly contributes to the emergence of job achievement among employees (Mehroz Nida, 2017). With good performance by employees in performing their tasks, this is attainable. Additionally, discipline plays an operational role in human resource management. High levels of discipline encourage higher job achievement. In the research conducted at Tirta Hita Buleleng Drinking Water Company, it is also evident that work discipline has a positive influence on job achievement. Indicators such as punctuality, effective resource utilization, a sense of job responsibility, and adherence to rules are components that enhance good job achievement.

CONCLUSION

Based on data analysis, it is evident that there is a partial influence of job satisfaction, supervision, and work discipline on employee job achievement at Tirta Hita Buleleng Drinking Water Company. There is also a simultaneous influence of job satisfaction, supervision, and work discipline on employee job achievement at Tirta Hita Buleleng Drinking Water Company. The supervision variable is the most dominant factor affecting employee job achievement at Tirta Hita Buleleng Drinking Water Company. Further research is needed to explore various other factors that influence job achievement at Tirta Hita Buleleng Drinking Water Company. This is because there are still other variables that impact job achievement, such as competence, motivation, individual characteristics, and other factors aimed at enhancing performance and job achievement at Tirta Hita Buleleng Drinking Water Company.

REFERENCES

- 1) Ghassani, F., & Noor, H. (2019). *Hubungan Antara Gaya Kepemimpinan Kepala Sekolah dengan Kepuasan Kerja Guru SPLB-C Yayasan Pendidikan Luar Biasa*. 62, 503–510. <http://repository.unisba.ac.id/handle/123456789/21799>
- 2) Gunawan, K. (2021). *Impact of Covid-19 Pandemic on the Financial Performance of Regional General Companies (Study on Tirta Hita Buleleng Bali Drinking Water Supply Company)*. 97–102.
- 3) Gunawan, K. D. H., Liliarsari, L., Kaniawati, I., & Setiawan, W. (2021). Implementation of Competency Enhancement Program for Science Teachers Assisted by Artificial Intelligence in Designing HOTS-based Integrated Science Learning. *Jurnal Penelitian Dan Pembelajaran IPA*, 7(1), 55. <https://doi.org/10.30870/jppi.v7i1.8655>
- 4) Gunawan, K., Yudiaatmaja, F., Suandana, N., & Mekarsari, N. K. A. (2022). Pengaruh leader member exchange terhadap kinerja karyawan dengan budaya tri hita karana sebagai pemoderasi. *Jurnal Ekonomi Modernisasi*, 18(3), 305–316. <https://scholar.archive.org/work/mcbwi2oh2nbcikcmlopqxqtqkva/access/wayback/http://ejournal.unikama.ac.id/index.php/JEKO/article/download/4411/2755>
- 5) Ilmawan, M. D., Wulandari, D. S., & Fitriani, F. (2017). Peran Gaya Kepemimpinan dan Kompensasi dalam Mempengaruhi Kinerja yang Dimediasi oleh Kepuasan Kerja. *Jurnal Ekonomi Modernisasi*, 13(1), 37. <https://doi.org/10.21067/jem.v13i1.1745>
- 6) Karatepe, O. M., Uludag, O., Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006). The effects of selected individual characteristics on frontline employee performance and job satisfaction. *Tourism Management*, 27(4), 547–560. <https://doi.org/10.1016/j.tourman.2005.02.009>
- 7) Kawiana, I. G. P., Dewi, L. K. C., Martini, L. K. B., & Suardana, I. B. R. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International Research Journal of Management, IT and Social Sciences*, 5(3), 35–45. <https://doi.org/10.21744/irjmis.v5i3.666>
- 8) Kementerian Pekerjaan Umum dan Perumahan Rakyat. (2022). *Buku Kinerja BUMD Air minum 2022*.
- 9) Kurniawati, E., Sarwoko, E., & Andayani, E. (2021). Kepuasan kerja sebagai mediasi efek locus of control terhadap kedisiplinan karyawan. *Jurnal Ekonomi Modernisasi*, 17(3), 287–295. <https://doi.org/10.21067/jem.v17i3.5735>
- 10) Listiani, Ribhan, & Mardiana, N. (2020). The influence of transformational leadership and work discipline on automotive employee performance in Bandar Lampung. *International Journal of Scientific and Technology Research*, 9(1), 3980–3982.
- 11) Masriati, Abdullah, R., & Nongkeng, H. (2018). Pengaruh Beban Kerja, Karakteristik Individu Dan Disiplin Kerja Perawat Terhadap Kinerja Perawat Di Puskesmas Palanro Kabupaten Barru. *YUME : Journal of Management*, 1 Nomor 3(3), 13. <https://journal.stieamkop.ac.id/index.php/yume>

Analysis of Employee Job Achievement at Tirta Hita Buleleng Drinking Water Company through Job Satisfaction, Supervision and Work Discipline

- 12) Mehroz Nida, D. (2017). Collaborative Learning Environment. *Archives of Business Research*, 5(10), 195–198. <https://doi.org/10.14738/abr.510.3781>
- 13) Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- 14) Sari, N. P. (2019). Pengembangan Usaha Mikro, Kecil, dan Menengah Melalui Fasilitas Usaha Pembuatan Dupa. *Studi Kasus Inovasi Ekonomi*, 3(01), 17–20. <https://doi.org/10.22219/skie.v3i01.7461>
- 15) Sumadi, N. K., Srikasih, N. L. D., & Putri, N. M. D. K. (2022). Pengaruh Budaya Tri Hita Karana, Akuntabilitas, dan Pengawasan Internal terhadap Kinerja Karyawan pada Lembaga Perkreditan Desa di Kecamatan Nusa Penida. *Widya Akuntansi Dan Keuangan*, 4(1), 37–47. <https://ejournal.unhi.ac.id/index.php/widyaakuntansi/article/view/2257>
- 16) Ulfah, N. M., Ngongo, R. R., & Daya, S. B. (2018). Karakteristik Individu Terhadap Kepuasan Kerja. *Conference on Innovation and Application of Science and Technology (CIASTECH)*, 1(September), 128–137.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0 (<https://creativecommons.org/licenses/by-nc/4.0/>)), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.