

An Analysis of Work Supervision and Organizational Commitment toward Employee Job Satisfaction at the National Land Agency of Binjai City

Rindi Andika¹, Agisy Nirrodi²

Email: rindiandika@dosen.pancabudi.ac.id

¹Universitas Pembangunan Panca Budi,

ABSTRACT

This study aims to identify and analyze the influence of work supervision and organizational commitment on job satisfaction among employees at the National Land Agency (Badan Pertanahan Nasional/BPN) of Binjai City. The research involved a total of 87 respondents selected through a census sampling method. Data were collected using questionnaires and analyzed statistically through classical assumption tests, multiple linear regression analysis, and hypothesis testing. The results indicate that work supervision and organizational commitment each have a positive and significant effect on job satisfaction among employees of the National Land Agency of Binjai City. Furthermore, the simultaneous test shows that both variables jointly have a positive and significant impact on job satisfaction. The coefficient of determination (R^2) is 0.671, meaning that the independent variables in this study explain 67.1% of the variation in job satisfaction, while the remaining 32.9% is influenced by other factors not examined in this research.

Keywords: work supervision, organizational commitment, job satisfaction

INTRODUCTION

Organizational success is not solely determined by the availability of infrastructure and technology, but it largely depends on the quality of human resources (HR) who perform the work. Employees with high motivation and job satisfaction tend to demonstrate optimal performance that supports the achievement of organizational goals. Job satisfaction represents an employee's positive attitude toward their work, which is influenced by working conditions, relationships with colleagues, compensation, and psychological factors (Sutrisno, 2017). In the context of public institutions such as the National Land Agency (Badan Pertanahan Nasional/BPN) of Binjai City, work supervision and organizational commitment play an essential role in shaping employee job satisfaction. According to Handoko (2016), supervision is a managerial function designed to ensure that plans are implemented according to established standards. Excessive supervision may lead to stress and pressure, while insufficient supervision can reduce efficiency and productivity.

Moreover, organizational commitment is also a significant factor that influences job satisfaction. Kaswan (2017) defines organizational commitment as an employee's attitude of loyalty and emotional attachment toward the organization. Employees with high levels of commitment tend to exhibit positive behaviors, discipline, and dedication to their duties. However, preliminary observations indicate that at the National Land Agency of Binjai City, there are signs of low job satisfaction and weak organizational commitment. These are reflected in employee boredom with routine tasks, high workloads, ineffective communication, and a lack of direct supervision from leaders. This phenomenon highlights the need to examine the extent to which work supervision and organizational commitment influence job satisfaction among employees at the National Land Agency of Binjai City.

LITERATURE REVIEW

Job satisfaction experienced by employees after completing their work represents a form of self-appreciation. It also reflects the organization's recognition and appreciation of employees for their performance and accomplishments. According to Edison et al. (2016), job satisfaction is a set of employees' feelings—either pleasant or unpleasant—toward the work they perform. Similarly, Mangkunegara (2016) defines job satisfaction as supportive or unsupportive feelings that employees experience in relation to their work and their personal conditions. Based on these views, job satisfaction can be interpreted as a sense of full responsibility and fulfillment that arises from the process of completing a task successfully and meaningfully.

Supervision holds a vital role in every organization. The purpose of supervision is to ensure that work implementation results are achieved effectively and efficiently, in accordance with predetermined plans. Handoko (2016) defines supervision (controlling) as the process of discovering and applying methods and tools to guarantee that plans are executed as intended. Supervision can function both positively and negatively. Positive supervision seeks to determine whether organizational goals are being achieved efficiently and effectively, while negative supervision ensures that undesirable or unnecessary activities do not occur or reoccur. Work supervision can therefore be understood as a systematic managerial activity carried out by leaders to compare, evaluate, and ensure that organizational goals, targets, and activities are properly implemented according to established standards, plans, instructions, and company policies. Furthermore, supervision serves as a means to take corrective and preventive actions using the most effective and efficient use of organizational resources to achieve company objectives.

The concept of organizational commitment is closely related to the level of individual involvement and desire to remain a part of the organization where they work. Wibowo (2016) defines organizational commitment as the degree to which individuals identify with and are involved in their organization, as well as their willingness to remain members. Moorhead and Griffin (2015) describe organizational commitment as an attitude reflecting the extent to which an individual recognizes and is attached to their organization. Individuals with a high level of commitment tend to perceive themselves as genuine members of the organization. Luthans (2015) further explains that organizational commitment is an attitude reflecting employees' loyalty to the organization and the ongoing process by which members express their concern for organizational success and continuous improvement. It is a psychological state that encompasses strong belief in and acceptance of organizational goals and values, a willingness to exert effort on behalf of the organization, and a strong desire to maintain membership within it.

METHODS

This study employed a quantitative associative research approach, which is based on the philosophy of positivism. The quantitative method is used to examine a specific population or sample, collect data using research instruments, and analyze data statistically with the aim of testing predetermined hypotheses. The research was conducted at the National Land Agency (Badan Pertanahan Nasional/BPN) of Binjai City, located at Jl. Samanhudi No. 14, Satria, Binjai Kota District, Binjai City, North Sumatra 20714. The study was carried out from March 2025 to August 2025. The population in this study consisted of all employees of the National Land Agency of Binjai City, totaling 87 employees. Because the population size was relatively small, the researcher used a saturated sampling technique (census sampling), in which the entire population was included as the sample. Therefore, the total sample used in this study was 87 respondents.

RESULTS AND DISCUSSION

Analysis of Work Supervision on Job Satisfaction among Employees at the National Land Agency of Binjai City

Based on the results of statistical testing, it can be concluded that there is a significant relationship between work supervision and job satisfaction among employees at the National Land Agency (BPN) of Binjai City. This is evidenced by the t -value of 5.186 being greater than the t -table value of 1.66320, with a significance level of $0.000 < 0.05$. Therefore, it can be inferred that partially, work supervision has a positive and significant effect on employee job satisfaction. Supervision encompasses all activities related to monitoring and guiding employees' performance. Employees who receive effective supervision tend to work more efficiently and achieve higher levels of job satisfaction. Supervision allows the organization to identify obstacles that hinder task completion and to detect problems during work processes. As a result, employees can perform their tasks more accurately, leading to increased satisfaction with their work outcomes.

The findings of this study support previous theories and empirical evidence emphasizing the importance of work supervision in shaping job satisfaction. Handoko (2016) states that supervision is one of the essential management functions that ensures all organizational activities are carried out according to established plans and standards. Effective supervision is not merely about finding mistakes but also serves as a developmental mechanism that provides guidance and enhances employee competence. Thus, supervision should be constructive rather than repressive, fostering employee motivation and optimal performance.

These results are consistent with Hasibuan (2019), who emphasized that an objective and continuous supervision system creates a structured work environment, strengthens responsibility, and encourages disciplined behavior. In this sense, supervision acts not only as a control mechanism but also as a motivational tool that increases employees' attentiveness, accuracy, and satisfaction with their work. Furthermore, Rivai and Sagala (2018) found that leaders' direct attention through supervision cultivates a positive perception among employees, who feel guided, appreciated, and valued for their contributions. This sense of appreciation fosters a stronger sense of belonging and enhances both satisfaction and loyalty.

In the context of the National Land Agency of Binjai City, effective supervision is

crucial to maintaining accuracy in administrative land management tasks that require high precision. Intensive supervision helps detect problems early, guides employees in decision-making, and ensures that activities align with public service standards. Therefore, supervision functions not only as a control mechanism but also as an organizational learning instrument that directly contributes to improved job satisfaction.

Analysis of Organizational Commitment on Job Satisfaction among Employees at the National Land Agency of Binjai City

The results also indicate a significant relationship between organizational commitment and job satisfaction among employees of BPN Binjai City. The t -value of 4.608 exceeds the t -table value of 1.66320, with a significance level of $0.001 < 0.05$. This suggests that organizational commitment has a positive and significant effect on employee job satisfaction. Organizational commitment reflects the psychological bond between employees and their organization. Employees with high organizational commitment are more valuable to the organization because they align their personal goals with organizational objectives, which in turn enhances satisfaction and performance.

This finding is consistent with previous research highlighting the strong connection between organizational commitment and job satisfaction. Luthans (2015) explains that commitment represents an employee's loyalty and active involvement in achieving organizational goals. Employees with high commitment experience positive feelings toward their work because they internalize organizational values as part of their personal identity. According to Allen and Meyer (1997), organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Among these, affective commitment has the strongest influence on job satisfaction, as it stems from emotional attachment and a sense of belonging to the organization. Employees with strong affective commitment take pride in being part of their organization, which motivates them to deliver their best performance.

Kaswan (2017) supports this by noting that employees who feel valued and treated fairly by the organization tend to report higher job satisfaction. This occurs through a psychological exchange—when organizations demonstrate commitment to employee well-being through fairness, recognition, and development opportunities, employees respond with greater loyalty and satisfaction. Similarly, Robbins and Judge (2019) found that organizational commitment is a key predictor of job satisfaction because it reflects the degree of alignment between personal and organizational values. The stronger this alignment, the greater the sense of engagement and fulfillment employees experience in their work.

In the context of BPN Binjai, organizational commitment plays a vital role due to the administrative nature of its work, which requires integrity and a strong sense of responsibility. Employees who are committed to the institution demonstrate consistent performance, discipline, and a willingness to contribute beyond their formal duties. Thus, enhancing organizational commitment is an essential strategy for sustaining long-term job satisfaction and creating a harmonious work environment.

Analysis of Work Supervision and Organizational Commitment on Job Satisfaction

among Employees at the National Land Agency of Binjai City

The simultaneous test results show that work supervision and organizational commitment jointly have a significant influence on employee job satisfaction at BPN Binjai City. The F -value of 88.805 exceeds the F -table value of 3.11, with a significance level of $0.000 < 0.05$. This finding indicates that both variables—when combined—positively and significantly affect job satisfaction. Organizations require effective supervision to ensure goal achievement. According to Rivai and Sagala (2018), organizational success in improving employee performance and satisfaction depends on the synergy between structured supervision and strong organizational commitment. Siagian (2017) also emphasizes that effective supervision allows rational control over employee behavior without suppressing creativity or autonomy. The balance between control and freedom is crucial to achieving job satisfaction.

Moreover, organizational commitment serves as an internal motivational force driving employees to work with enthusiasm and loyalty. Meyer and Allen (1997) argue that when organizations foster emotional attachment (affective commitment) among employees, they work not merely out of obligation but out of genuine belief in the organization's goals. The synergy between effective supervision and strong commitment fosters a stable psychological climate in which employees feel both guided and appreciated. This conclusion aligns with Robbins and Judge (2019), who demonstrated that the combination of constructive managerial supervision and strong organizational commitment enhances job satisfaction and reduces turnover intentions. In public institutions such as the National Land Agency of Binjai City, this synergy is especially critical, as the work involves administrative precision, accountability, and dedication.

Therefore, it can be concluded that the success of a public organization in improving employee job satisfaction depends largely on leadership's ability to implement developmental and participatory supervision while simultaneously strengthening organizational commitment built on trust, recognition, and emotional engagement. The higher the quality of these two factors, the greater the likelihood of establishing a conducive, productive, and goal-oriented work environment.

DISCUSSION

Based on the findings of this study, it can be concluded that several indicators of job satisfaction among employees at the National Land Agency (Badan Pertanahan Nasional/BPN) of Binjai City fall into the "fairly good" category. These indicators include position (rank), status, financial and social security, and quality of supervision. Therefore, it is recommended that the management of BPN Binjai pay greater attention to improving these aspects in order to enhance overall job satisfaction. Among these indicators, "position" demonstrated the lowest validity value, indicating the need for more structured rank listing, job analysis, and workload analysis. It is suggested that the management conduct evaluations every three months to review the appropriateness of employees' positions in relation to their educational background, work experience, and tenure. This will help ensure that employees are placed in positions aligned with their qualifications and competencies.

Regarding work supervision, several indicators were also classified as "fairly good," including establishment of work standards, performance measurement, performance

evaluation, and corrective actions. It is therefore recommended that BPN Binjai improve these elements to ensure more optimal supervision. In particular, the indicator of “establishment of work standards” showed the lowest validity value. The organization should regularly establish realistic and measurable performance standards, as stated in job analysis documents, to ensure that work targets and objectives are effectively achieved. This can be accomplished through a well-organized work program, supported by clearly defined implementation standards and planning objectives.

For organizational commitment, the indicators categorized as “fairly good” include affective commitment, continuance commitment, and normative commitment. It is advised that the agency focus on strengthening these dimensions, particularly affective commitment, which obtained the lowest validity value. The leadership is encouraged to foster a family-oriented work environment by promoting a supportive organizational climate where employees show greater concern and empathy toward one another. Building emotional bonds among employees can enhance their sense of belonging, which in turn will increase job satisfaction and reinforce organizational commitment.

For future research, it is recommended to explore additional literature and empirical sources related to work supervision, organizational commitment, and job satisfaction to produce more comprehensive findings. Researchers should also prepare more thoroughly in data collection and analysis to improve research accuracy and depth. Furthermore, future studies are suggested to complement quantitative analysis with qualitative approaches such as interviews with key organizational informants, particularly experts in supervision, commitment, and job satisfaction. Finally, this study encourages further development by including additional independent variables that may influence job satisfaction, such as motivation, leadership style, or organizational culture. Since job satisfaction is a multifaceted construct influenced by numerous internal and external factors, expanding the scope of research will contribute to a deeper understanding of human resource dynamics and to the advancement of knowledge in organizational behavior and management science.

CONCLUSION

Based on the results of data analysis and hypothesis testing, it can be concluded that work supervision and organizational commitment have a positive and significant influence on employee job satisfaction at the National Land Agency (Badan Pertanahan Nasional/BPN) of Binjai City, both partially and simultaneously. The partial test results indicate that work supervision has a positive and significant impact on job satisfaction. This finding suggests that the better the supervision system implemented by the leadership, the higher the level of employee satisfaction. Effective supervision encourages employees to work according to established standards, correct errors, and develop a greater sense of responsibility for their performance outcomes. Therefore, it can be concluded that supervision carried out effectively, objectively, and oriented toward employee development directly contributes to increased job satisfaction. Leaders are expected to optimize supervision as a two-way communication instrument not only for evaluating performance but also for guiding, motivating, and strengthening relationships between supervisors and subordinates.

Secondly, the partial test results for organizational commitment also show a positive

and significant effect on job satisfaction. This means that the higher the employees' commitment to the organization, the greater their satisfaction in carrying out their duties and responsibilities. Employees with strong emotional attachment and loyalty to the organization tend to demonstrate higher enthusiasm and satisfaction at work. Thus, organizational commitment serves as a major psychological factor that reinforces job satisfaction. Organizational leaders should cultivate commitment by creating a participative work culture, promoting policy transparency, providing fair rewards, and maintaining open two-way communication. When employees feel appreciated and recognized for their contributions, both commitment and satisfaction levels will increase simultaneously.

The simultaneous test results reveal that work supervision and organizational commitment together have a positive and significant influence on job satisfaction. This implies that both variables jointly contribute to improving employee satisfaction. In other words, job satisfaction is not solely determined by effective supervision or strong commitment independently, but by the synergy between the two in creating a disciplined, focused, and harmonious work environment. It can therefore be concluded that work supervision and organizational commitment are two complementary managerial factors in shaping employee job satisfaction. Supervision fosters discipline and order, while commitment promotes emotional attachment and loyalty. When both are managed in balance, the organization can establish a productive, harmonious, and welfare-oriented work climate that enhances employee performance and well-being.

Overall, the findings of this study affirm that improving the effectiveness of supervision and strengthening organizational commitment are crucial strategies for enhancing employee job satisfaction. Therefore, the management of BPN Binjai City is encouraged to reinforce a participatory supervision system and develop an organizational culture that fosters a sense of belonging and loyalty among employees toward the institution.

REFERENCES

- Bungin, B. (2015). *Metodologi Penelitian Kuantitatif Komunikasi, Ekonomi, Dan Kebijakan Publik Ilmu-ilmu Sosial Lainnya*. Jakarta: Kencana
- Edison, et al. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta Fahmi, I.
- (2017). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta
- Gani, I. and Amalia, S. (2014). *Alat Analisis Data: Aplikasi Statistik untuk Penelitian Bidang Ekonomi dan Sosial*. Yogyakarta: Andi Offset.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*.
- Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Kadarisman, M. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta: Rajawali Pers
- Kaswan. (2017). *Pengembangan Sumber Daya Manusia*. Jakarta: Bumi Aksara. Kurniawan, A. W., dan Puspitaningtyas, Z. (2016). *Metode Penelitian Kuantitatif*. Yogyakarta: Pandiva Buku
- Luthans, F. (2015). *Perilaku Organisasi*. Yogyakarta: Andi Offset
- Mangkunegara, A. A. A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Remaja Rosdakarya

- Moorhead, G., dan Griffin, R. W. (2015). *Perilaku organisasi: Manajemen Sumber Daya Manusia dan Organisasi*. Jakarta: Salemba Empat.
- Notoatmodjo, S. (2018). *Metodologi Penelitian Kesehatan*. Jakarta: Rineka Cipta.
- Nuryadi, dkk. (2017). *Dasar-Dasar Statistik Penelitian*. Yogyakarta: Sibuku Media.
- Robbins, S. P. (2015). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Safitri, E., dan Kholilah. (2018). *Statistik I*. Palembang : Citra Books.
- Sarwono, J. (2016). *Analisis Data Penelitian Dengan Menggunakan SPSS*, Yogyakarta: Andi Offset
- Siagian, S. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara
- Siyoto, S., dan Sodik, M. A. (2015). *Dasar Metodologi Penelitian*. Yogyakarta: Literasi Media Publishing
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, R & D*. Bandung: Alfabeta.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana
- Tahir, I., dkk. (2017). *Implementasi Komitmen Organisasional Terhadap Kepuasan Kerja Pegawai. Jurnal Organisasi Dan Manajemen. Issue 3*.
- Trihendradi, C. (2013). *Step by Step IBM SPSS 21*. Yogyakarta: Andi Offset.
- Wibowo. (2016). *Manajemen Kinerja*. Jakarta: Rajagrafindo
- Persada Winardi, J. (2016). *Manajemen Perubahan*. Yogyakarta: Pustaka Pelajar