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Dimensions of Organizational Strategy

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Abstract
BPJS Employment has functions and responsibilities such as, carrying out and receiving registration for BPJS participants, collecting and collecting contributions from participants and employers, receiving contribution assistance from the government, managing social security funds for the benefit of participants, collecting and managing data on social security program participants, provide benefits and financial health services in accordance with the provisions of the social security program, and is also responsible for providing information regarding the implementation of the social security program to participants and the community. This research aims to see the influence of work discipline and work motivation on organizational strategies mediated by work supervision at BPJS Employment throughout Medan Raya. The results of this research are as follows; Work Discipline has a positive and significant effect on Work Supervision with an original sample value of 0.646 and ap value of 0.000. Work Discipline has a positive and significant effect on Organizational Strategy with an original sample value of 0.348 and ap value of 0.000. Work Motivation has a positive and significant effect on Work Supervision with an original sample value of 0.298 and ap value of 0.000. Work Motivation has a positive and insignificant effect on Organizational Strategy with an original sample value of 0.090 and ap value of 0.209. Work Supervision has a positive and significant effect on Organizational Strategy with an original sample value of 0.508 and ap value of 0.000. Work Discipline has a positive and significant effect on Organizational Strategy through Work Supervision with an original sample value of 0.328 and ap value of 0.000. Work Motivation has a positive and significant effect on Organizational Strategy through Work Supervision with an original sample value of 0.151 and ap value of 0.000.

Keywords: Work Discipline, Work Motivation, Organizational Strategy, Work Supervision.

INTRODUCTION

Work discipline is an inseparable part of the organization because without discipline, organizational development will be difficult to achieve. Discipline is a process used to deal with performance problems; this process involves managers in identifying and communicating performance problems to employees (Robert Bacal, quoted in Fahmi, 2013: 42). This is related to how the company handles employee working hours so that no more employees arrive late or go home before closing or the end of the company's operational hours or break times that are used more than they should. Motivation is a desire within a person that causes the person to act. Providing motivation is very important in every company. Employees who have high work motivation will be able to encourage employees to work more enthusiastically and can make a positive contribution to the work that has become their responsibility. Both public and private companies have realized that motivation can improve employee performance and productivity so that company goals can be achieved. Organizational strategy plays a role in identifying various general approaches used by organizations to achieve goals. So that organizations can achieve their goals in two ways, namely through better management of what is currently being done and through the discovery of new things. Another concept explains that organizational strategy is the art of

using the skills and resources of an organization to achieve its goals through effective relationships with the environment in the most favorable conditions.

Formulation of the problem

1. Is dWork discipline has a positive and significant influence on work supervision at BPJS EmploymentBranchThroughout Greater Medan.
2. Is dWork discipline has a positive and significant influence on organizational strategy at BPJS KetenagakerjaanBranchThroughout Greater Medan.
3. Is mWork motivation has a positive and significant influence on work supervision at BPJS EmploymentBranchThroughout Greater Medan.
4. Is mWork motivation has a positive and significant influence on organizational strategy at BPJS KetenagakerjaanBranchThroughout Greater Medan.
5. Is pWork supervision has a positive and significant influence on organizational strategy at BPJS KetenagakerjaanBranchThroughout Greater Medan.
6. Does work discipline have a positive and significant influence on organizational strategy through work supervision at BPJS Ketenagakerjaan?BranchThroughout Greater Medan.
7. Does work motivation have a positive and significant influence on organizational strategy through work supervision at BPJS Employment?BranchThroughout Greater Medan.

Research purposes

1. To find out and analyze the influence dwork discipline towards work supervision at BPJS EmploymentBranchThroughout Greater Medan.
2. To find out and analyze the influence dwork discipline towards organizational strategy at BPJS EmploymentBranchThroughout Greater Medan.
3. To find out and analyze the influence of mwork motivation towards work supervision at BPJS EmploymentBranchThroughout Greater Medan.
4. To find out and analyze the influence of mwork motivation towards organizational strategy at BPJS EmploymentBranchThroughout Greater Medan.
5. To find out and analyze the influence of pwork supervision of organizational strategies at BPJS EmploymentBranchThroughout Greater Medan.
6. To find out and analyze the influence dwork discipline towards organizational strategy through work supervision at BPJS EmploymentBranchAll over Medan.
7. To find out and analyze the influence of mwork motivation towards organizational strategy through work supervision at BPJS KetenagakerjaanBranchAll over Medan.

LITERATURE REVIEW

Organizational Strategy

According to Wahyudi, strategy is a key policy and decision used for management, which has a major impact on financial performance. These policies and decisions usually involve important resources and cannot be easily replaced" (Siregar, 2018).

Strategy Indicators

Strategy indicators according to Siregar (2018) are:

a. Strategy to balance conflicting forces (Strength)
b. Strategy is based on different customer value propositions (Values)
c. Value is created through internal business processes (Progress)
d. Strategy consists of themes that complement each other (Theme)
e. Strategic alignment determines the value of intangible assets (Harmony)

Work Discipline

According to Agustini (2019), work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals.

Work Discipline Indicators

According to Agustini (2019) the indicators of work discipline are as follows:

a. Attendance rate, namely the number of employees present to carry out work activities in the company which is characterized by a low level of employee absence.
b. Work procedures, namely rules or provisions that must be adhered to by all members of the organization.
c. Obedience to superiors, namely following what is directed by superiors to get good results.
d. Work awareness, namely the attitude of a person who voluntarily does his work well, not because of coercion.
e. Responsibility, namely the employee's willingness to be responsible for their work, the facilities and infrastructure used, and their work behavior.

Work motivation

According to Hafidzi et al (2019) motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation is the main thing that drives someone to work,

Work motivation according to McClelland, translated by Suwanto (2020), is "A set of forces originating from within or outside a person that encourages them to start behaving at work according to a certain format, direction, intensity and time period.

Work motivation indicators

a. Physical Needs, the need for supporting facilities that can be obtained in the workplace, for example supporting facilities to facilitate the completion of tasks in the office.
b. The need for safety, these needs for safety include physical safety, stability, dependency, protection and freedom from threatening forces such as fear, anxiety, danger.
c. Social needs, needs that must be met based on common interests in society, these needs are met together, for example good interaction between each other.

d. The need for appreciation is the need for appreciation for what a person has achieved, for example the need for status, glory, attention, reputation.
e. The need for motivation to achieve goals, the need for encouragement to achieve something desired, for example motivation from leadership.

Work Supervision

According to Siagian in Irmayani (2022), the function of supervision is to highlight what is happening at the time of the implementation of ongoing operational activities. If deviations are found, corrective action can be taken so that the organization returns to the actual track. According to Syamsidar (2018), supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out is in accordance with the previously determined plan.

Monitoring indicators

According to Syamsidar (2017), the supervision indicators are as follows:

a. Accurate Information about the implementation of activities must be accurate. Inaccurate data from the monitoring system can cause the organization to take incorrect corrective actions or even create problems that do not actually exist.
b. Timely Information must be collected, delivered and evaluated as soon as possible if corrective actions are to be taken immediately.
c. Objective and comprehensive. Information must be easy to understand and objective and complete.
d. Focused on strategic control points. The control system must focus on areas where deviations from standards are most likely to occur or where they would result in the most fatal damage.
e. Economically realistic The cost of implementing a monitoring system must be lower, or at least equal, to the benefits obtained from the system.
f. Organizationally realistic The control system must be compatible or harmonious with the realities of the organization.
g. Coordinated with the organization's work flow. Supervisory information must be coordinated with the organization's work flow, because (1) each stage of the work process can affect the success or failure of the entire operation, and (2) supervisory information must reach all personnel who need it.
h. Flexible Supervision must have the flexibility to provide responses or reactions to threats or opportunities from the environment.
i. Serves as a guide and operational An effective control system must indicate, whether detection or deviation from standards, what corrective action should be taken.
j. Accepted by members of the organization The supervisory system must be able to direct the implementation of the work of members of the organization by encouraging feelings of autonomy, responsibility and achievement.

Conceptual Framework

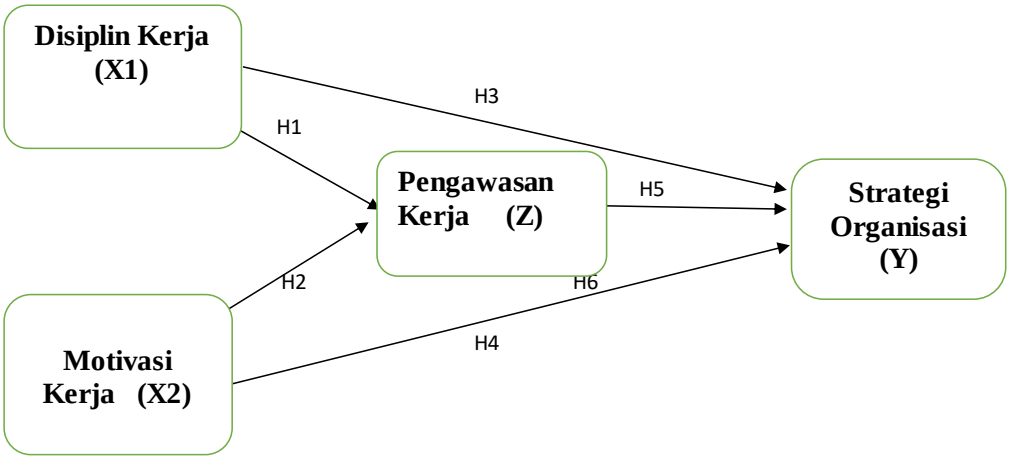

Figure 1. Conceptual Framework

Research Hypothesis

a) H1: Work discipline has a positive and significant effect on work supervision in BPJS Employment Branches Throughout Medan Raya.
b) H2: Work motivation has a positive and significant effect on work supervision at BPJS Manpower Branch Office for Greater Medan.
c) H3: Work discipline has a positive and significant influence on organizational strategy at BPJS Manpower Branch Office for Greater Medan.
d) H4: Work motivation has a positive and significant influence on organizational strategy at BPJS Manpower Branch Office for Greater Medan.
e) H5: Work supervision has a positive and significant influence on organizational strategy at BPJS Manpower Branch Office for Greater Medan.
f) H6: Work discipline has a positive and significant influence on organizational strategy through work supervision at BPJS Employment Branches throughout Medan Raya.
g) H7: Work motivation has a positive and significant effect on work motivation through work supervision at BPJS Employment Branches throughout Medan Raya.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research period was carried out from August to September 2024. The research location was carried out at the BPJS Ketenagakerjaan Branch Offices throughout Medan Raya, consisting of:

1. Medan City Branch Office at Jl. Kapten Pattimura No. 334, Medan City, North Sumatra. North Sumatra, Phone number / contact: 061-453281.
2. North Medan Branch Office at Jl. Marelan Raya No.108, Tanah Enam Ratus, Medan Marelan District, Medan City, North Sumatra, Telephone number / contact: (061) 6841108.
3. Tanjung Morawa Branch Office on Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra, Telephone number / contact: (061) 7941709.
4. Binjai Branch Office. Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Binjai Tim. District, Binjai City, North Sumatra, Telephone number / contact: (061) 8820465.

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at PT. BPJS Ketenagakerjaan, Medan Raya Employment Branch, totaling 80 employees (saturated sample).

Data Analysis Techniques

Data analysis in this study used Structural Equation Modeling (SEM based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to Gozali (2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test
   a. Convergent Validity
   b. Discriminant Validity
2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the

bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION

Outer Model Analysis

The measurement model test (outer model) is used to determine the relationship between latent and manifest variables. The test has convergent validity, discriminant validity, and reliability.

Convergent Validity

Convergent validity is used to assess the validity of each indicator against its latent variable. In the SmartPLS program, the validity results can be seen in the external loading table. The external loading table contains numbers or values that indicate the similarity of the indicator to the construct variable. The indicator value is considered valid if it describes

the construct variable with a value greater than 0.7. The structural model used in this study is depicted in the figure below:

Table 1. Outer Loadings

	Work Discipline (X1)	Work Motivation (X2)	Work Supervision (Z)	Organizational Strategy (Y)
X1.1	0.909			
X1.2	0.734			
X1.3	0.863			
X1.4	0.863			
X1.5	0.841			
X2.1		0.940		
X2.2		0.928		
X2.3		0.972		
X2.4		0.963		
X2.5		0.939		
Y.1				0.919
Y.2				0.947
Y.3				0.893
Y.5				0.747
Z.10			0.813	
Z.2			0.877	
Z.3			0.876	
Z.4			0.779	
Z.5			0.797	
Z.6			0.807	
Z.7			0.851	
Z.8			0.839	
Z.9			0.882	

Source: Smart PLS 3.3.3.

Based on table 2 above, it can be seen that the other loading of each variable and its construct indicator is greater than 0.7 after the invalid indicators are deleted, namely indicators Y.4 and Z.1, then the results of the indicator construct are valid and can carry out the next stage of research.

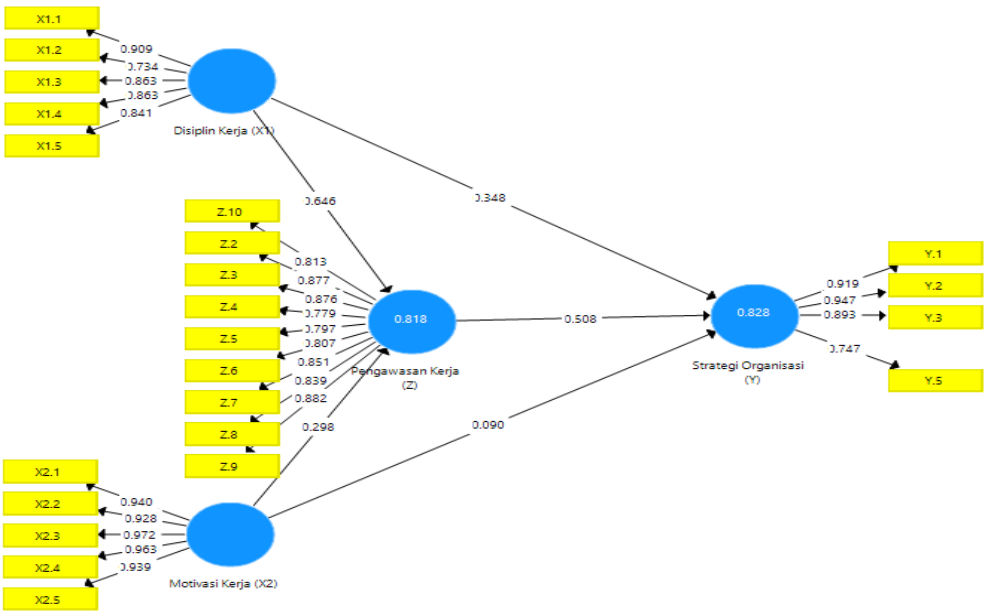

Figure 2. Outer Model
Source: Smart PLS 3.3.3

In this research there is an equation and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + e1

Z = 0.646 X1+ 0.298X2 + e1

For substructure 2

Y = b3X1 + b4X2 + b5Z + e2

Y = 0.348X1 + 0.090X2 + 0.508Z + e2

Discriminant Validity

The next test is to determine discriminant validity. This test attempts to assess whether the indicators that reflect are valid measures for the construct, based on the assumption that the indicators are highly related to the construct. The table shows the cross-loading results of the discriminant validity test as follows:

Table 2. Discriminant Validity

	Work Discipline (X1)	Work Motivation (X2)	Work Supervision (Z)	Organizational Strategy (Y)
X1.1	**0.909**	0.755	0.807	0.756
X1.2	**0.734**	0.635	0.757	0.709
X1.3	**0.863**	0.689	0.720	0.719
X1.4	**0.863**	0.700	0.673	0.709
X1.5	**0.841**	0.643	0.770	0.775
X2.1	0.707	**0.940**	0.723	0.676

X2.2	0.668	**0.928**	0.743	0.721
X2.3	0.831	**0.972**	0.824	0.805
X2.4	0.810	**0.963**	0.808	0.787
X2.5	0.824	**0.939**	0.796	0.754
Y.1	0.837	0.710	0.838	**0.919**
Y.2	0.835	0.725	0.869	**0.947**
Y.3	0.799	0.711	0.818	**0.893**
Y.5	0.558	0.643	0.570	**0.747**
Z.10	0.767	0.695	**0.813**	**0.717**
Z.2	0.803	0.795	**0.877**	0.768
Z.3	0.779	0.731	**0.876**	0.835
Z.4	0.704	0.644	**0.779**	0.706
Z.5	0.713	0.563	**0.797**	0.629
Z.6	0.723	0.558	**0.807**	0.733
Z.7	0.704	0.677	**0.851**	0.711
Z.8	0.706	0.765	**0.839**	0.756
Z.9	0.775	0.734	**0.882**	0.832

Source: Smart PLS 3.3.3

Based on the results of discriminant validity, where the results of the variable construct are greater than the value of the other variable constructs, it can be explained that the work discipline variable has a cross loading value that is greater than the cross loading on other latent variables, the work motivation variable has a cross loading value that is greater than the cross loading on other latent variables, the work supervision variable has the largest cross loading from the cross loading on other latent variables, the organizational strategy variable has a cross loading value that is greater than the cross loading on other latent variables, so this study is discriminantly valid.

Composite reliability

The next test calculates the reliability value using the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if its Composite Reliability value exceeds 0.60. In addition to looking at the composite reliability value, the reliability value can also be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is considered reliable if its Cronbach's alpha value exceeds 0.7. The table below shows the loading values of the research variable constructs generated by the Smart PLS software.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	0.897	0.925	0.712
Work Motivation (X2)	0.972	0.978	0.900
Work Supervision (Z)	0.946	0.954	0.700
Organizational Strategy (Y)	0.901	0.931	0.774

Source: Smart PLS 3.3.3

Based on table 4 above, the Cronbach's alpha value greater than 0.7 indicates that all variables are considered reliable for each variable. The combined reliability assessment produces a number greater than 0.6 for each assessment, indicating that all variables are reliable. Another way to verify discriminant validity is to look at the AVE value and the square root of AVE, assuming each construct has a stronger correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is considered valid if it is more than 0.7.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on data processing carried out using the SmartPLS 3.0 application, the R Square value was obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Supervision (Z)	0.818	0.813
Organizational Strategy (Y)	0.828	0.821

Source: Smart PLS 3.3.3

In table 5 there is an R square value on both independent variables in the explanation as follows: the R square value on the work supervision variable is 0.818 and if converted into a percentage of 81.8% means the influence of the work discipline and work motivation variables on supervision is 0.818 or 61.8% and the rest is on other variables, the R square

value on the organizational strategy variable is 0.828 and if converted into a percentage of 82.8% then the influence of the work discipline, work motivation and work supervision variables on organizational strategy is 0.828 or 83.8% the rest is on other variables.

Hypothesis Testing

After evaluating the inner model, the next step is to investigate the relationship between the hypothesized latent constructs in this study. In this study, the hypothesis was tested using T-statistics and P-values. The hypothesis is accepted if the T-Statistics value is more than 1.96 and P-Values are less than 0.05. The Direct Influence Path Coefficient gives the following results:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Work Supervision (Z)	0.646	8,469	**0,000**	**Accepted**
Work Discipline (X1) -> Organizational Strategy (Y)	0.348	3,347	**0,000**	**Accepted**
Work Motivation (X2) -> Work Supervision (Z)	0.298	4,126	**0,000**	**Accepted**
Work Motivation (X2) -> Organizational Strategy (Y)	0.090	0.812	**0.209**	**Rejected**
Work Supervision (Z) -> Organizational Strategy (Y)	0.508	4,895	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

In table 5 there are the results of the direct influence on the research and the explanation is as follows:

1. Work Discipline has a positive and significant effect on Work Supervision with an original sample value of 0.646 and p values of 0.000, meaning that if work discipline increases, supervision will increase and if it decreases, supervision will decrease.
2. Work Discipline has a positive and significant effect on Organizational Strategy with an original sample value of 0.348 and p values of 0.000, meaning that if work discipline increases, the organizational strategy will increase, conversely, if it decreases, the organizational strategy will decrease.

3. Work motivation has a positive and significant effect on work supervision with an original sample value of 0.298 and p values of 0.000, meaning that if work motivation increases, work supervision will increase, if motivation decreases, work supervision will also decrease.
4. Work motivation has a positive but insignificant effect on organizational strategy with an original sample value of 0.090 and p values of 0.209, meaning that work motivation has little effect on organizational strategy and increased motivation does not necessarily mean increased organizational strategy.
5. Work Supervision has a positive and significant effect on Organizational Strategy with an original sample value of 0.508 and p values of 0.000, meaning that if work supervision increases, the organizational strategy increases, conversely, if it decreases, the organizational strategy decreases.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Work Supervision (Z) -> Organizational Strategy (Y)	0.328	3,745	**0,000**	**Accepted**
Work Motivation (X2) -> Work Supervision (Z) -> Organizational Strategy (Y)	0.151	3,559	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

In table 6 there are the results of the indirect influence on the research and the explanation is as follows:

1. Work Discipline has a positive and significant effect on Organizational Strategy through Work Supervision with an original sample value of 0.328 and p values of 0.000, meaning that work supervision is an intervening variable because it has a significant effect. With supervision, it will increase work discipline and improve organizational strategy.
2. Work Motivation has a positive and significant effect on Organizational Strategy through Work Supervision with an original sample value of 0.151 and p values of 0.000, meaning that work supervision is an intervening variable because it is able to significantly influence with the existence of work supervision, meaning that motivation and strategy will increase.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Work Supervision with an original sample value of 0.646 and p values of 0.000.
2. Work Discipline has a positive and significant effect on Organizational Strategy with an original sample value of 0.348 and p values of 0.000.
3. Work Motivation has a positive and significant effect on Work Supervision with an original sample value of 0.298 and p values of 0.000.
4. Work Motivation has a positive but insignificant effect on Organizational Strategy with an original sample value of 0.090 and p values of 0.209.
5. Work Supervision has a positive and significant effect on Organizational Strategy with an original sample value of 0.508 and p values of 0.000.
6. Work Discipline has a positive and significant effect on Organizational Strategy through Work Supervision with an original sample value of 0.328 and p values of 0.000.
7. Work Motivation has a positive and significant effect on Organizational Strategy through Work Supervision with an original sample value of 0.151 and p values of 0.000.

Suggestion

1. The organization must be able to discipline employees by using written regulations so that they cannot be violated and if these regulations are violated, employees will be punished.
2. Organizations must provide motivation to employees with people who are truly influential in the organization to increase their desire to work and improve employee performance.
3. Organizations must always supervise employees in order to avoid mistakes in their work and avoid employees treating the organization and their work badly.
4. The organization must have a strategy in working and the strategy must be aligned with its employees.
5. It is hoped that this research will be used as input to cover organizational weaknesses and correct organizational errors.
6. It is hoped that this research will be used as reference material for conducting new research and using new research models.

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