

Influence Discipline Work And Supervision To Employee Performance Through Work Achievements At The Regional Inspectorate Office Of Binjai City

Inggit Gemiasih¹, Abdi Sugiarto ²

¹ Student Master Management, Universitas Pembanguann Panca Budi, Medan
Email: assalamslem@gmail.com

² Masters Management, Universitas Pembangunan Panca Budi, Medan

*E-mail Correspondence : abdi_sugiarto@dosen.pancabudi.ac.id

Abstract

Effective work discipline and supervision are expected to increase job satisfaction, which in turn has an impact on improving work performance. This study aims to analyze the effect of Work Discipline and Supervision on employee Work Performance mediated by job satisfaction at the Binjai City Regional Inspectorate Office. Data were obtained through a survey with a quantitative approach. And analyzed use method Partial Least Squares (PLS) with The number of samples was 107 employees. The results of the hypothesis test showed that work discipline and supervision had a positive and significant effect on work performance, with T-Statistics of 3.589 and 6.264 respectively, and P-Value <0.05. This shows that increasing discipline and supervision will improve employee work performance. In addition, work discipline and supervision also positively affect Job Satisfaction, with T-Statistic values of 5.266 and 4.842. Job Satisfaction is proven to have a significant positive effect on Job Performance, with a T-Statistic of 8.140, showing the important role of Job Satisfaction in driving employee performance. The results of the indirect effect test show that Supervision and Supervision have a significant effect on Job Performance through Job Satisfaction as a mediator. Indirect Effect of Work Discipline And Supervision to Performance Work through Satisfaction Work each has a T-Statistic of 4.920 and 3.637 > 1.96, and a P-Value < 0.05 < 0.05. This finding indicates that the influence of the two variables to Performance Work more effective when facilitated by high Job Satisfaction.

Keywords:

Supervision; Satisfaction Work; Performance Work

INTRODUCTION

In the context of government agencies, especially in the Binjai City Regional Inspectorate Office, improving employee performance is a challenge that continues to be faced to achieve maximum public services. According to (Akbar et al., 2021) Optimal employee performance is



needed so that the supervision and evaluation tasks carried out can run effectively and efficiently. The two main factors that play an important role in achieving good employee performance are work discipline and effective supervision.

Work discipline is a basic aspect in maintaining and improving performance. Discipline includes compliance with working hours, adherence to established procedures, and commitment to carrying out duties (Bagas Adhi Pradana et al., 2024). If work discipline is neglected, productivity and quality of work will be disrupted, hindering the achievement of organizational goals (Hasibuan, Malayu SP, 2017). Previous research has shown that employees with low levels of discipline tend to experience a decline in performance, so it is important to apply consistent discipline rules.

In addition to discipline, effective supervision or supervision is also a key factor in maintaining employee performance in accordance with the set standards. Supervision not only serves as a monitoring tool, but also as a source of guidance to help employees improve their work capacity (Sutrisno, E, 2016). Unfortunately, the implementation of a consistent and comprehensive supervision system is still a big challenge in various government agencies (Mangkunegara, 2017).

Employee work performance can be measured through various indicators, such as productivity, service quality, and community satisfaction. Employee performance is reflected in their ability to handle community issues, complete tasks on time, and provide responsive and quality services (Luthans, F, 2011). Therefore, this study also explores how work discipline and supervision can improve employee work performance.

Employee performance indicators can be seen from productivity, service quality, and community satisfaction. At the Binjai City Regional Inspectorate Office, employee performance is also measured based on the employee's ability to complete supervisory tasks, provide appropriate recommendations, and respond to problems faced by the community quickly and accurately (Luthans, F, 2011).

Based on initial observations at the Binjai City Regional Inspectorate Office, some of the problems that arise are the suboptimal work discipline of employees and the supervision system, which has an impact on work performance results. Some employees still do not comply with working hours and administrative procedures, while the supervision carried out tends to be inconsistent and thorough, which ultimately has an impact on work quality and accountability (Greenberg, J, 2011). This study analyzes the influence of work discipline and supervision on employee performance, with work performance as an intervening variable at the Binjai City Regional Inspectorate Office.

Problem Formulation

The formulation of this research problem is as follows:

1. Does work discipline affect employee performance at the Binjai City Regional Inspectorate Office?
2. Does supervision affect employee performance at the Binjai City Regional Inspectorate Office?
3. Does work discipline affect work performance at the Binjai City Regional Inspectorate Office?
4. Does supervision affect work performance at the Binjai City Regional Inspectorate Office?
5. Does work performance affect employee performance at the Binjai City Regional Inspectorate Office?



Office?

6. Does work discipline affect employee performance through work performance as an intervening variable at the Binjai City Inspectorate Office?
7. Does supervision affect employee performance through performance achievements as an intervening variable at the Binjai City Regional Inspectorate Office?

Research Objectives

The objectives of this study are as follows:

1. To find out and analyze the influence of work discipline on employee performance at the Binjai City Regional Inspectorate Office
2. To find out and analyze the influence of supervision on employee performance at the Binjai City Regional Inspectorate Office
3. To find out and analyze the influence of work discipline on work performance at the Binjai City Regional Inspectorate Office
4. To find out and analyze the influence of supervision on work performance at the Binjai City Regional Inspectorate Office
5. To find out and analyze the influence of work performance on employee performance at the Binjai City Regional Inspectorate Office
6. To find out and analyze the influence of work discipline on employee performance through work performance as an intervening variable at the Binjai City Regional Inspectorate Office.
7. To find out and analyze the influence of supervision on employee performance through work performance as an intervening variable at the Binjai City Regional Inspectorate Office.

Literature Review

Work Discipline

According to Hasibuan (2018) Work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. This includes adherence to work time, adherence to procedures, and commitment to assigned tasks. Good work discipline will increase employee productivity and performance because employees work according to the standards that have been set.

Work Discipline Indicators

In this study, the indicators of work discipline refer to the opinion of According to Hasibuan (2018) that is:

- 1) Attendance is the level of attendance of employees in carrying out their duties according to a predetermined schedule.
- 2) Punctuality is the discipline of employees in starting and completing work on time.
- 3) Compliance with Rules is the employee's compliance with the rules and procedures that apply in the workplace.
- 4) Consistency in Work is the seriousness and continuity of employees in completing their tasks.



Supervision

According to Susilawati et al., (2023) supervision is the process of following the development of activities to ensure the course of work, so that it can be completed perfectly as previously planned, with the correction of several interconnected thoughts.

Surveillance Indicators

In this study, supervision indicators are measured by referring to the theory of Susilawati et al., (2023) as follows:

- 1) Setting standards;
- 2) Work measurement;
- 3) Performance Appraisal;
- 4) Corrective actions

Job Performance

Work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara (2020).

Work Performance Indicators

To measure the work achievement of this research, referring to Mangkunegara's theory (2020) is as follows:

1. Quality of Work. The quality of the work achieved by employees, which includes accuracy, accuracy, and conformity with predetermined standards.
2. Work Quantity. The volume or number of work that can be completed by employees in a certain period of time.
3. Timeliness. The ability of employees to complete work according to the specified time limit.
4. Effectiveness. The extent to which the employee's work results are in accordance with the goals to be achieved and have a positive impact on the organization.
5. Efficiency. The optimal level of resource use in completing the work, which includes time, cost, and effort.
6. Discipline. The level of employee compliance with the rules and procedures that have been set by the organization.
7. Creativeness. The ability of employees to generate new and innovative ideas that can improve performance and productivity.

Employee Performance

According to Afandi, (2018) Employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not in violation of the law and not contrary to morals and ethics.

Meanwhile, according to Mangkunegara (2020), employee performance is the achievement of employee work results based on quality and quantity as work achievements in a certain period of time adjusted to the duties and responsibilities of a group in the



organization in carrying out the main tasks and functions that are guided by norms, operational standards, procedures, criteria and measures that have been set or applied in the organization.

Employee Performance Indicators

To measure employee performance, this research refers to the theory (Afandi, 2018) as follows:

- 1) Quantity of work;
- 2) Quality of work;
- 3) Efficiency in carrying out tasks;
- 4) Work discipline;
- 5) Initiative;
- 6) Accuracy;
- 7) Leadership;
- 8). Honesty; and
- 9) Creativity.

Conceptual Framework

The concept of this research is as illustrated in the following conceptual framework drawing:

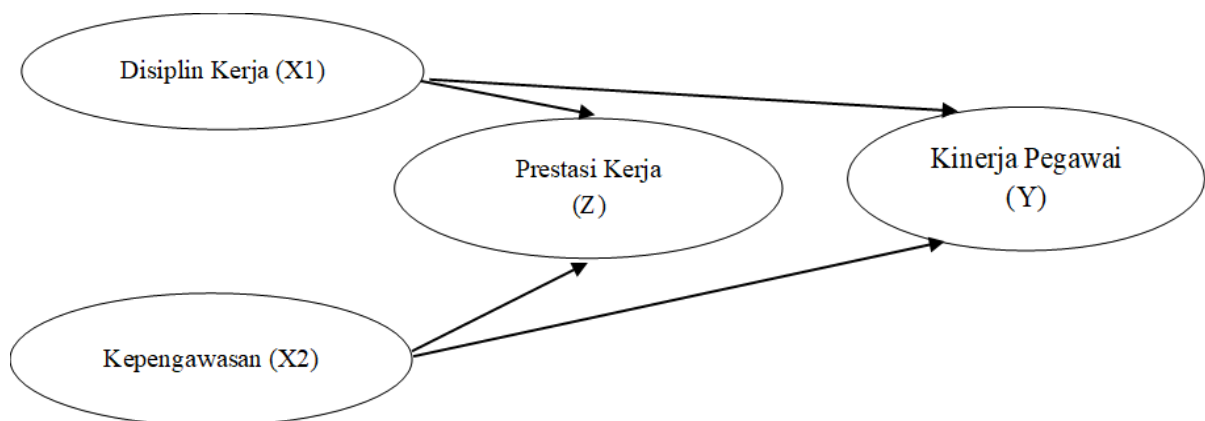


Figure 1. Conceptual Framework

Research Hypothesis

- Based on the study of theory and problem formulation, the hypothesis of this research is:
- H1 : Work discipline has a positive and significant effect on employee performance at the Regional Inspectorate Office of Binjai City
 - H2 : Supervision has a positive and significant effect on employee performance at the Binjai City Regional Inspectorate Office
 - H3 : Work discipline has a positive and significant effect on work performance at the Regional Inspectorate Office of Binjai City

- H4 : Supervision has a positive and significant effect on work performance at the Regional Inspectorate Office of Binjai City
- H5 : Work performance has a positive and significant effect on work performance at the Binjai City Regional Inspectorate Office
- H6 : Work performance has a positive and significant effect with work discipline as an intervening variable on employee performance at the Binjai City Inspectorate Office.
- H7 : Supervision has a positive and significant effect on work discipline as an intervening variable on employee performance at the Binjai City Regional Inspectorate Office.

RESEARCH METHODS

The type of research that will be used is quantitative associative, which is research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this study, the exogenous variables are work discipline (X1 and Supervision (X2)). Meanwhile, the endogenous variable is work performance (Y) and the intervening variable is work performance (Z).

Research Location

This research was carried out at the Binjai City Regional Inspectorate Office on Jl. Veteran, Tangsi, Binjai Kota District, Binjai City, North Sumatra 20741. The time of this research is carried out from October to December 2024.

Population and Sample

According to Sugiyono (2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the entire number of employees at the Binjai City Regional Inspectorate Office with a total of 68 employees with the following characteristics:

Table 1 Details of Popolation at the Binjai City Regional Inspectorate Office

No.	Status	Number (Person)
1.	ASN	63
2.	Honorary	5
Sum		68

Source : Binjai City Regional Inspectorate Office

The sampling technique used in this study is a saturated sample. According to Sugiyono (2019) Saturated sampling is a sample selection technique when all members of the population are sampled where all the population in this study is used as a sample, i.e. the number of employees

The data that will be used from this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural



Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Due Diligence

The feasibility test that will be used in this study is Testing *Outer Model* to obtain value *outer loading* that meet the requirements *validity and reliability*. Testing the structural model (Inner model) which includes a determination coefficient test (R^2) to measure how far the model is able to explain the variation of the bound variable. R^2 (Kuncooro, Munajad, 2013).

The Goodness fit test is used to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and hypothesis test (T-Statistic Test) consisting of a test *Path Coeficients* To test how the direct influence of each independent variable individually on its bound variable and the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

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 the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) Table T value criteria 1.96 with a significance level of 5%

RESULTS AND DISCUSSION

Results

Outer Model Analysis

The *outer model* test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet *the validity and reliability requirements*.

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for *outer loading*, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the *outer loading* value in the following table.

Table 2. Outer Loading

Indicators	Outer Loading	Information
Supervision and supervision (X1)		
DK1	0.826	Valid
DK2	0.892	Valid
DK3	0.894	Valid
DK4	0.901	Valid
Surveillance (X2)		
PENG1	0.833	Valid
PENG2	0.909	Valid
PENG3	0.862	Valid
PENG4	0.822	Valid



Indicators	Outer Loading	Information
Job Performance (Z)		
PK1	0.737	Valid
PK2	0.742	Valid
PK3	0.766	Valid
PK4	0.810	Valid
PK5	0.867	Valid
PK6	0.900	Valid
PK7	0.776	Valid
Employee Performance (Y)		
KP1	0.805	Valid
KP2	0.785	Valid
KP3	0.821	Valid
KP4	0.836	Valid
KP5	0.819	Valid
KP6	0.846	Valid
KP7	0.832	Valid
KP8	0.851	Valid
KP9	0.836	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a value *loading factor* > 0.60. According to (Ghozali, Imam & Latan, 2015) states that an indicator is declared valid if it has a value *loading factor* > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

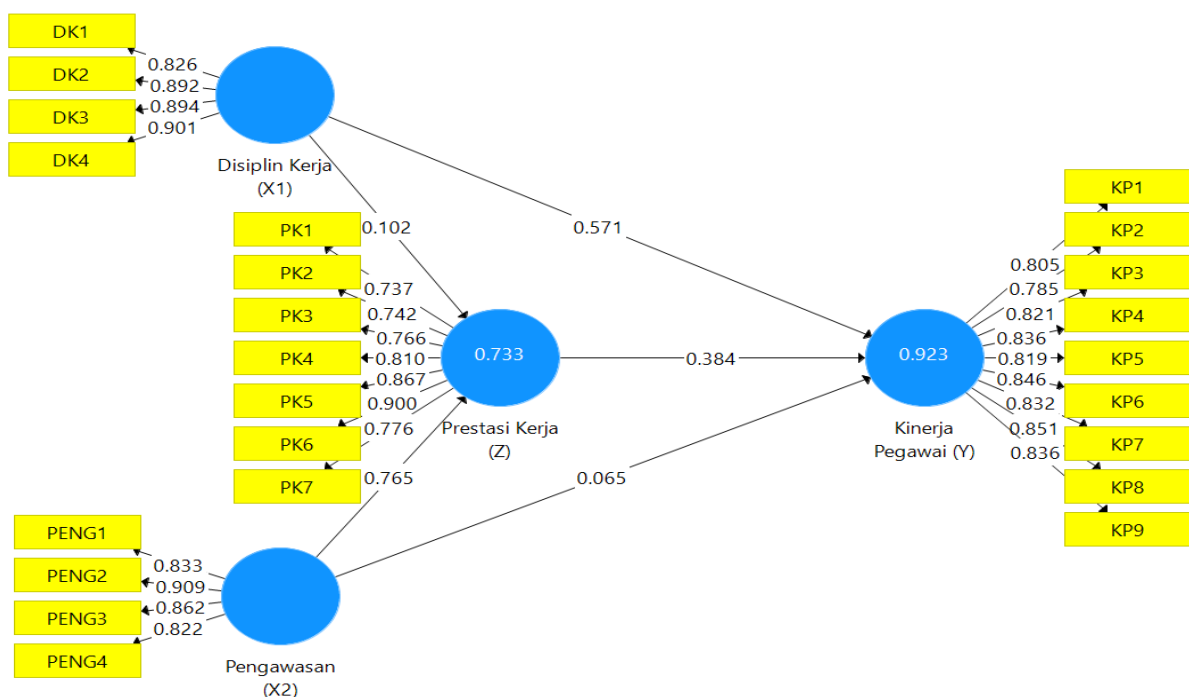


Figure 2. Outer Model Test Results

2) Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 3. Discriminant Validity

Indicators	Work Discipline (X1)	Employee Performance (Y)	Surveillance (X2)	Job Performance (Z)
DK1	0.826	0.777	0.854	0.703
DK2	0.892	0.842	0.821	0.706
DK3	0.894	0.795	0.720	0.674
DK4	0.901	0.832	0.682	0.631
KP1	0.765	0.805	0.753	0.649
KP2	0.612	0.785	0.719	0.820
KP3	0.877	0.821	0.657	0.618
KP4	0.682	0.836	0.759	0.873
KP5	0.792	0.819	0.781	0.665
KP6	0.696	0.846	0.799	0.838
KP7	0.901	0.832	0.682	0.631
KP8	0.656	0.851	0.778	0.860
KP9	0.871	0.836	0.717	0.601
PENG1	0.672	0.663	0.833	0.591
PENG2	0.906	0.855	0.909	0.733
PENG3	0.774	0.729	0.862	0.723
PENG4	0.644	0.790	0.822	0.849
PK1	0.777	0.710	0.796	0.737
PK2	0.538	0.660	0.501	0.742
PK3	0.450	0.637	0.604	0.766
PK4	0.533	0.600	0.570	0.810
PK5	0.673	0.780	0.807	0.867
PK6	0.742	0.813	0.724	0.900
PK7	0.555	0.697	0.719	0.776

Source: Output Smart PLS, 2024

Based on table 3, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading of the Work Discipline and Supervision variable shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the work performance variable indicator shows that the value of the *cross loading* indicator is greater than other latent variables, *Cross loading* of employee performance variables also shows a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively that the cross loading results are considered valid.



3) Composite reliability test results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the *indigo composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Work Discipline (X1)	0.901	0.931	0.772
Employee Performance (Y)	0.942	0.951	0.682
Surveillance (X2)	0.879	0.917	0.734
Job Performance (Z)	0.906	0.926	0.643

Source: Smart PLS Output, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5 , which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a $>$ value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (Inner Model)

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

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.923	0.919
Job Performance (Z)	0.733	0.725



Source: Smart PLS Output, 2024

Table 5, it is known that the Adjusted R Square value on the Employee Performance variable is 0.919 or 91.9%. This shows that the influence of independent variables on Employee Performance is in the very high category. This means that the better the independent variables that affect Employee Performance, the better the Employee Performance will also increase. Meanwhile, the R Square value on the Employee Performance variable was 0.923 or 92.3%, which means that the independent variables were able to explain the influence on Employee Performance by 92.3%, while the remaining 7.7% was influenced by other variables that were not studied in this study.

Furthermore, the Adjusted R Square value on the Work Performance variable is 0.725 or 72.5%, which shows that the influence of independent variables on Work Achievement is in the high category. This means that independent variables have a significant influence on improving Work Performance. Meanwhile, the R Square value in the Work Performance variable is 0.733 or 73.3%, which means that independent variables can explain the influence on Work Performance by 73.3%, while the remaining 26.7% is influenced by other variables that have not been studied.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> \text{SRMR}$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.131	0.131
d_UIS	5.111	5.111
d_G	2.264	2.264
Chi-Square	608.517	608.517
NFI	0.504	0,504

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.504 > 0.131$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if *the T-Statistics value* > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. Path Coefficients



Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Work Discipline (X1) -> Employee Performance (Y)	0.571	0.581	0.114	4.984	0.000	Accepted
Supervision (X2) -> Employee Performance (Y)	0.065	0.065	0.140	0.463	0.645	Rejected
Work Discipline (X1) -> Work Performance (Z)	0.102	0.091	0.155	0.657	0.514	Rejected
Supervision (X2) -> Work Performance (Z)	0.765	0.778	0.143	5.353	0.000	Accepted
Work Performance (Z) -> Employee Performance (Y)	0.384	0.374	0.065	5.862	0.000	Accepted

Source: Output Smart PLS, 2024

Based on table 7 above, it is known that Work Discipline has a positive and significant influence on Employee Performance with a T-Statistic value of $4.984 > 1.96$, and a P-Value of $0.000 < 0.05$. This indicates that improving work discipline can directly improve employee performance. On the other hand, Supervision does not have a significant influence on Employee Performance, as seen from the T-Statistic value of $0.463 < 1.96$, and the P-Value of $0.645 > 0.05$. Thus, although supervision is carried out, no significant direct relationship was found to improve employee performance.

The test results also showed that Work Discipline did not have a significant influence on Work Performance, with a T-Statistic value of $0.657 < 1.96$, and P-Value of $0.514 > 0.05$. This shows that in the context of this study, Work Discipline has not had a direct impact on improving work performance. On the other hand, Supervision showed a positive and significant influence on Work Performance, as seen from the T-Statistic value of $5.353 > 1.96$, and the P-Value of $0.000 < 0.05$. This means that the better the supervision provided, the higher the work performance achieved by the employee.

In addition, Work Achievement is proven to have a positive and significant influence on Employee Performance, with a T-Statistic value of $5.862 > 1.96$, and a P-Value of $0.000 < 0.05$. This shows that the improvement of work performance directly contributes to the improvement of employee performance. Overall, this study confirms that Work Discipline has a significant influence on Employee Performance, but not on Job Performance. On the contrary, supervision has a significant influence on Work Performance, but not directly on Employee Performance. Meanwhile, Job Achievement has proven to play an important role in significantly improving Employee Performance. These findings provide an overview that good management of work discipline and supervision can contribute to the achievement of higher performance and work achievement in the studied organizational environment.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original	Sample	Standard	T Statistics	P	Result
----------	----------	--------	----------	--------------	---	--------



	Sample (O)	Mean (M)	Deviation n (STDEV)	(O/STDEV)	Values	
Work Discipline -> Work Performance -> Employee Performance	0.039	0.030	0.058	0.668	0.506	Rejected
Supervision -> Work Performance -> Employee Performance	0.294	0.294	0.087	3.395	0.001	Accepted

Source: Output Smart PLS, 2024

Based on Table 8, the results of the indirect influence test in this study show that Work Discipline and Supervision have a significant impact on Employee Performance through the Work Performance variable as an intervening variable. The indirect influence of Work Discipline on Employee Performance through Work Achievement has a T-Statistic value of $0.668 < 1.96$, with a P-Value of 0.506. This shows that the indirect influence of Work Discipline on Employee Performance through Work Achievement is not significant. Nonetheless, these results still show a relationship, albeit small, that illustrates that Work Discipline has the potential to contribute to Employee Performance through improved Work Performance.

On the contrary, the indirect influence of Supervision on Employee Performance through Work Performance showed significant results. The T-Statistic value of $3.395 > 1.96$, and the P-Value of $0.001 < 0.05$, shows that Supervision has a positive and significant indirect influence on Employee Performance through Work Performance. This means that effective supervision not only has a direct impact but also has a greater impact by involving Work Achievement as a mediator. In other words, when supervision is done properly, it will increase employee Job Performance, which ultimately encourages an improvement in Employee Performance as a whole.

These findings confirm that Job Performance plays an important role as an intervening variable, particularly in the relationship between Supervision and Employee Performance. Effective supervision can create a conducive work environment for employees to achieve better performance, which in turn has an impact on improving their performance. Overall, the results of this study strengthen the understanding of the importance of the role of mediator variables such as Work Performance in increasing the influence of Work Discipline and Supervision on Employee Performance.

Discussion

The results of this study show that Work Discipline and Supervision have a significant influence on Employee Performance through Work Achievement as a mediator variable. These findings are in line with previous research that emphasizes the importance of discipline and supervision in improving employee performance. The results of a study conducted by Jannah (2020) found that work discipline has a positive and significant effect on employee performance, which shows that improving work discipline can improve overall employee performance.

In addition, research by Panjaitan (2019) revealed that supervision and work discipline simultaneously have a significant influence on employee performance. These results confirm that effective supervision, along with good work discipline, can improve employee performance.

Furthermore, research by Sari (2019) shows that supervision has a significant effect on employee performance through work discipline as an intervening variable. This indicates that



good supervision can improve employees' work discipline, which in turn improves their performance.

These findings are consistent with the results of the current study, which shows that Work Discipline and Supervision have a significant influence on Employee Performance through Work Performance. Therefore, organizations are advised to improve work discipline and supervision to improve employee performance.

On the influence between supervision and employee performance. These findings show that despite supervision, no significant direct relationship was found to improve employee performance. These results are in line with previous research by Kusuma (2020), which showed that ineffective supervision, despite its existence, is less likely to have a direct impact on employee performance if it is not accompanied by employee empowerment efforts and motivational support. In his research, Kusuma explained that supervision that is only oriented towards control without providing constructive support is often unable to significantly improve employee performance.

Another study by Hidayati and Lestari (2021) states that direct supervision often does not have a significant impact on employee performance if it is not equipped with a clear feedback mechanism. In their study, it was found that employees who received supervision only as a form of control felt less motivated, so the supervision was not effective in improving their performance.

The effect of Work Discipline does not have a significant effect on Work Performance, this finding is supported by previous research by Putra and Santoso (2019), which found that the influence of Work Discipline on Work Achievement is highly dependent on the level of individual motivation and work environment support. In their research, it was stated that work discipline alone is not enough to improve work performance if it is not balanced with employees' intrinsic motivation and adequate appreciation for their achievements.

Other research by Wulandari and Rahman (2020) also supports these findings, where they show that in some organizations, work discipline is only a basic factor to maintain order, but does not directly motivate employees to achieve higher achievements. They explain that employees who simply follow the rules without getting further encouragement to develop tend to show stagnant performance.

The indirect influence of Work Discipline on Employee Performance through Work Achievement shows that the influence is not significant. However, these results still illustrate the existence of a small relationship that indicates that Work Discipline still has the potential to contribute to Employee Performance through improving Work Performance. This finding is in line with research conducted by Widyaningsih and Prasetyo (2020), which states that Work Discipline can affect Employee Performance indirectly, especially when there are other variables that strengthen the relationship, such as motivation or support from the organization. In their research, work discipline creates a foundation that supports the development of employee work performance, although the impact may not be immediately apparent.

Meanwhile, the indirect influence of Supervision on Employee Performance through Work Performance indicates that Supervision has a positive and significant influence on Employee Performance through Work Performance as a mediator variable. In other words, effective supervision not only has a direct impact on performance, but also amplifies its impact through improved work performance. This finding is consistent with research by Sari and

Nugroho (2019), which states that structured and participation-based supervision is able to improve employee work performance, thus having an impact on improving overall performance. In the study, supervision involving constructive feedback and training was proven to encourage employees to achieve better work results.

In addition, research by Hasanah and Hakim (2021) found that effective supervision not only functions as a control, but also as an empowerment tool to encourage employees to reach their maximum potential. In this study, supervision that provides clear guidance and direction improves the quality of employee work performance, which ultimately has an impact on improving overall performance.

Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. Work Discipline has a positive and significant influence on Employee Performance with a T-Statistic value of $4.984 > 1.96$, and a P-Value of $0.000 < 0.05$. This indicates that improving work discipline can directly improve employee performance.
2. Supervision does not have a significant direct influence on Employee Performance. The test results showed a T-Statistic value of $0.463 < 1.96$ and a P-Value of $0.645 > 0.05$. This indicates that the supervision carried out, without a participatory approach or motivational support, does not have a significant direct impact on Employee Performance.
3. Work Discipline does not have a significant influence on Work Performance. T-Statistical values of $0.657 < 1.96$ and P-Values of $0.514 > 0.05$ indicate that work discipline alone is not enough to encourage improvement in Job Performance if it is not supported by individual motivation or adequate rewards.
4. Supervision has a positive and significant influence on Work Performance. The T-Statistic value of $5.353 > 1.96$ and the P-Value of $0.000 < 0.05$ indicate that good supervision, through constructive direction and guidance, can encourage the improvement of employee work performance.
5. Work Achievement is proven to have a positive and significant influence on Employee Performance, with a T-Statistic value of $5.862 > 1.96$, and a P-Value of $0.000 < 0.05$. This shows that the improvement of work performance directly contributes to the improvement of employee performance.
6. The indirect influence of Work Discipline on Employee Performance through Work Achievement is not significant. The T-Statistic value of $0.668 < 1.96$ and the P-Value of 0.506 indicate that although it is not significant, there is a small relationship that indicates the potential contribution of Work Discipline to Employee Performance through Work Performance.
7. The indirect influence of Supervision on Employee Performance through Work Achievement is significant. The T-Statistic value of $3.395 > 1.96$ and the P-Value of $0.001 < 0.05$ indicate that effective supervision can improve Job Performance, which ultimately contributes positively to Employee Performance.

Suggestion

Based on the findings, discussions and conclusions on the research can be suggested to the Binjai City Regional Inspectorate Office as follows:



1. Institutions need to improve the work discipline and supervision system by providing more intensive training, regular policy evaluations, and creating a work environment that is more supportive of employee welfare to improve performance.
2. Students are advised to deepen their understanding of factors that affect performance such as work discipline, supervision, and work performance, as well as apply appropriate research methods to produce accurate and useful findings.
3. Researchers are further advised to conduct further studies of other factors that can affect the relationship between work discipline, supervision, and performance, as well as expand the research to various sectors and organizations to obtain more comprehensive findings.

BIBLIOGRAPHY

- Afandi. (2018). *Human Resource Management: Theory, Concepts and Indicators*. Zanafa Publishing.
- Akbar, I. R., Harjianto, P., & Winata, H. (2021). The Influence of Work Discipline and Motivation on Employee Performance at PT. POS Indonesia Pondok Aren Branch Office. *PERKUSI Scientific Journal*, 1(2), 232. <https://doi.org/10.32493/j.perkusi.v1i2.11038>
- Bagas Adhi Pradana, Agung Muhammad Rizky Firmansyah, & Nawang Kalbuana. (2024). The Effect of Work Discipline and Occupational Safety on the Work Effectiveness of PKP-PK Unit Personnel. *Journal of General Health Sciences and Pharmacy Research (JRIKUF)*, 2(3), 47–61. <https://doi.org/10.57213/jrikuf.v2i3.276>
- Ghozali & Latan. (2015). *Concept, Technique, Application Using Smart PLS 3.0 for Empirical Research*. BP Undip. SemarangHarnanto. 2017. *Cost Accounting: Historical Cost Systems*. BPFE.
- Ghozali, Imam & Latan, H. (2015). *Partial Least Squares "Engineering Concepts and Applications Using the Smart PLS 3.0 Program"*. Diponegoro University.
- Hasanah, T., & Hakim, Z. (2021). The Effect of Supervision on Performance through Work Performance: A Study on the Public Sector. *Journal of Economics and Management*, 19(2), 67-79.
- Hasibuan, Malayu SP. (2017). *Human Resource Management*. Bumi Aksara.
- Hasibuan, Malayu SP. (2018). *Human Resource Management. Revised Edition*. PT. Bumi Aksara.
- Hidayati, S., & Lestari, T. (2021). Analysis of the Influence of Supervision on Employee Performance with Feedback as a Moderation Variable. *Scientific Journal of Economics*



and Management, 15(2), 120-135.

Jannah, R. (2020). The Influence of Work Discipline and Supervision on Employee Performance. *Journal of Business Administration Sciences*, 8(2), 123-135.

Kuncooro, Munajad. (2013). *Research Methods for Business and Economics. Edition 4.* Erlangga.

Kusuma, H. (2020). The Effect of Supervision on Employee Performance: A Study on Service Companies. *Journal of Management and Administration*, 12(1), 45-58.

Mangkunegara. (2017). *Corporate Human Resource Management.* Remaja Rosdakarya.

Mangkunegara. A.A. P. (2020). *Agency Human Resource Management. XIV Edition.* PT. Remaja Rosdakarya.

Panjaitan, V. (2019). The Effect of Supervision and Work Discipline on Employee Performance at PT. Indonesian Railway (Persero) Divre I North Sumatra. *Journal of Management and Business*, 7(1), 45-56.

Putra, A., & Santoso, H. (2019). The Effect of Work Discipline on Employee Work Performance with Motivation as a Moderation Variable. *Journal of Human Resource Management*, 7(1), 34-47.

Sari, R., & Nugroho, A. (2019). The Effect of Supervision on Employee Performance with Work Performance as an Intervening Variable. *Journal of Management and Organization*, 16(2), 98-110.

Sari, R. (2019). The Effect of Supervision on Employee Performance through Work Discipline as an Intervening Variable. *Scientific Journal of Management*, 9(3), 78-89.

Sugiyono. (2018). *Mixed Methods.* CV. Alfabeta.

Sugiyono. (2019). *Quantitative and Qualitative Research Methodologies and R&D.* Alphabeta.

Susilawati, S., Lubis, J., & Nasution, S. L. (2023). The Influence of Supervision, Work Discipline, Work Experience and Motivation on Employee Performance at the Bilah Hilir Sub-district Office. *Remik*, 7(2), 1065–1078.
<https://doi.org/10.33395/remik.v7i2.12253>

Sutrisno, E. (2016). *Human Resource Management.* Prenada Media Group.

Sutrisno, E. (2016). *Human Resource Management.* Prenada Media Group.

Widyaningsih, D., & Prasetyo, T. (2020). The Effect of Work Discipline on Employee



Inggit Gemiasih, Abdi Sugiarto:
Influence Discipline Work And Supervision To Employee Performance Through Work Achievements At
The Regional Inspectorate Office Of Binjai City

Performance with Motivation as an Intervening Variable. *Journal of Human Resources*, 12(3), 123-135.

Wulandari, D., & Rahman, F. (2020). Analysis of the Influence of Work Discipline on Work Achievement in the Government Environment. *Journal of State Administration Sciences*, 12(2), 78-89.

