The Influence Of Work Discipline And Supervision On Work Performance With Job Satisfaction As A Mediating Variable At The South Binjai Sub-District Office

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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 influence of Work Discipline and Supervision on employee work performance mediated by job satisfaction at the South Binjai District office. Data was obtained through a survey with a quantitative approach and analyzed using the Partial Least Squares (PLS) method with a sample of 117 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 increased discipline and supervision will improve employee work performance. In addition, work discipline and supervision also had a positive effect on Job Satisfaction, with T-Statistic values of 5,266 and 4,842. Job Satisfaction was proven to have a significant positive influence 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 influence test show that Supervision and Supervision have a significant effect on Job Performance through Job Satisfaction as a mediator. The indirect influence of Work Discipline and Supervision on Work Performance through Job Satisfaction had T-Statistics of 4.920 and 3.637 > 1.96, respectively, and P-Value < 0.05 < 0.05. These findings indicate that the influence of these two variables on Job Achievement is more effective when facilitated by high Job Satisfaction.

Keywords:

Supervision; Job Satisfaction; Job Performance

1. INTRODUCTION

Government agencies such as Service Offices and District Offices are currently facing challenges in improving employee work performance. Good work performance is highly expected to provide optimal public services to the community. However, to achieve this, discipline and supervision are two very important factors to consider (Akbar et al., 2021).

Supervision is a fundamental factor in maintaining work performance. Discipline includes adherence to working time, adherence to procedures, and commitment to the tasks given (Surajiyo et al., 2021); (Pandia & Zulfikar, 2023). Lack of supervision is often the main obstacle in achieving the expected productivity and service quality (Hasibuan, Malayu SP, 2018). Previous studies have shown that low levels of supervision have a negative impact on job performance (Robbin & Judge, 2015). Therefore, consistent and effective enforcement of supervision is crucial.

Discipline is a person's obedience and loyalty to the rules and procedures that have been established in an organization or workplace. According to (Hasibuan, Malayu SP, 2018) supervision 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 supervision will increase productivity and work performance because employees work in accordance with the standards that have been set.

Meanwhile, according to Mangkunegara, (2017) discipline is an attitude of respecting and appreciating company regulations, and trying not to violate these regulations. Effective supervision requires good and consistent supervision, as well as support from management to ensure that employees have high supervision and commitment to their work.

In this study, the indicators of discipline refer to opinions according to (Hasibuan, Malayu SP, 2018), namely:
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 deep   Work is the seriousness and continuity of employees in completing their tasks.

In addition to discipline, effective supervision also plays an important role in ensuring that employees work in accordance with the standards that have been set. Good supervision not only serves to monitor work performance, but also provides the necessary guidance and support so that employees can achieve their

maximum work potential (Sutrisno, E, 2016). However, in many cases in government offices, the implementation of effective and consistent supervision is still a challenge (Mangkunegara, 2017).

According to (Handoko, 2013) supervision is the process for that organizational and management goals are achieved. This is about how to make activities as planned. Meanwhile, according to Brantas in (Wulandani, 2018) explained that, Supervision is the measurement and improvement of the implementation of subordinate work, so that the plans that have been made to achieve the company's goals can be implemented.

In this study, the definition of supervision refers to the theory of Siagian Dalam (Susilawati et al., 2023) which says that it 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.b. Indicators of Supervision

To measure supervision in this study, refer to the indicators formulated by Handoko in (Susilawati et al., 2023 as follows:
1) Setting standards;
2) Work measurement;
3) Performance Appraisal;
4) Corrective actions

Employee work performance can be measured through various indicators, such as productivity, service quality, and community satisfaction. In South Binjai District, work performance

Employees are reflected in their ability to handle community problems, complete tasks on time, and provide responsive and quality services (Luthans, F, 2011). Therefore, this study also explores how supervision and supervision can improve employee work performance.

Work achievement is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara. A.A. P, 2020). Meanwhile, (Robbin & Judge, 2015) states that work performance is the results achieved by employees who are evaluated based on certain standards or criteria, which include the effectiveness, efficiency, and contribution of employees to organizational goals.

To measure the work performance of this research refers to the theory (Mangkunegara.
A.A. P, 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.

Job satisfaction is an important mediating variable in the relationship between work discipline, supervision, and work performance. High job satisfaction is associated with better supervision, loyalty to the organization, and improved overall performance (Mathis & Jackson, 2011). Conversely, low job satisfaction can reduce oversight and result in a significant decrease in performance (Rivai & Ella Sagala, 2013). Thus, understanding the role of job satisfaction in this context is essential for developing effective performance improvement strategies.

Job satisfaction is a general attitude that individuals have towards their jobs. It includes how a person feels about various aspects of his or her job, such as the nature of the job itself, supervision, co-workers, and working conditions (Robbin & Judge, 2015). Meanwhile, Luthans, F, (2011) stated that job satisfaction is the result of workers' perception of how well their work provides things that are considered important. Job satisfaction can affect performance, attendance, and turnover.

In this study, the indicators of job satisfaction refer to opinions (Robbin & Judge, 2015a) which include:

1. The Job itself: The level of satisfaction employees feel with the work they do, including the variety of tasks, challenges, and opportunities to use their skills.

2. Salary: The level of satisfaction that employees feel with the financial compensation they receive, including fairness and eligibility of salaries and benefits provided by the company.

3. Promotion Opportunities: Employee perception of opportunities to get promotions or increased responsibilities in the organization.

4. Supervision: The level of satisfaction employees feel with the supervision and support provided by their superiors, including leadership styles and interpersonal relationships.

5. Coworkers: The level of satisfaction employees feel with their relationships with coworkers, including support, cooperation, and social interaction.

Based on specific initial observations, in the South Binjai District office there are several problems such as lack of compliance with supervision, limitations in the supervision system, and low job satisfaction levels. Employees often do not

comply with predetermined working hours or administrative procedures, and the supervision carried out is inconsistent or not comprehensive, which can affect accountability and work quality (Greenberg, J, 2011). In addition, employees feel uninvolved in the decision-making process or feel undervalued, which can affect their overall oversight and performance (Robbin & Judge, 2015).

This study aims to understand how supervision and supervision affect job performance with job satisfaction as a mediating variable. The concept of this research is as illustrated in the following conceptual framework image :
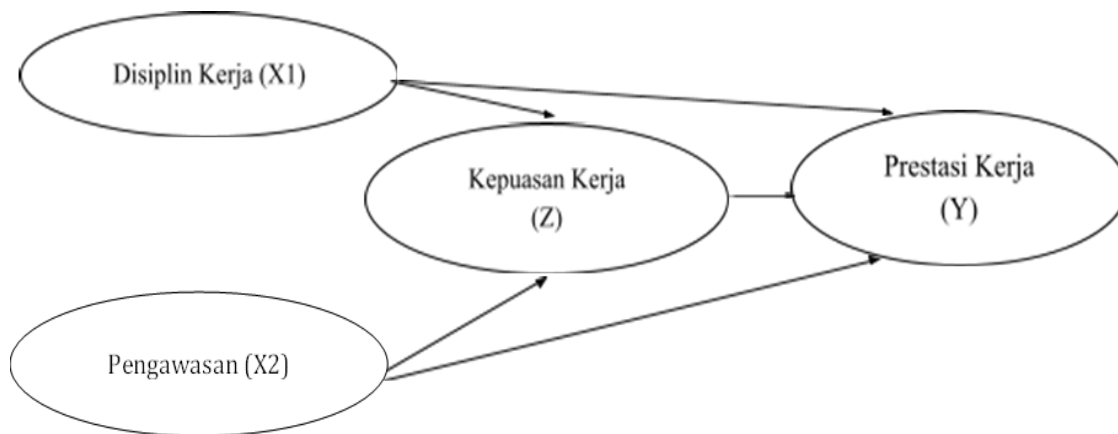
Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the South Binjai District Office. The time of this research was carried out from August to November 2024. 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 in the South Binjai District Office with a total of 117 employees with the following characteristics:

Table 3.1 Breakdown of Popolation

No.	Status	Number (Person)
1.	ASN	64
2.	Honorary	53
	Sum	**117**

Source : South Binjai District 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 populations in this study are sampled, totaling 117 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.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain *an outer loading* value that meets the requirements *of validity and reliability.* Testing the structural model (Inner model) which includes a determination coefficient (R2) test to measure how far the model is able to explain the variation of bound variables. R

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of *a path coeficients* test to test how the direct influence of each independent variable individually on its bound variable as well as 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) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Research

Results of Outer

Model Analysis

The outer *model* testing in this study uses algorithm analysis on *SmartPLS version 3.0 software,* in order to obtain *an outer loading* value that meets *the requirements of validity and reliability.*

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
Work Discipline (X1)		
DK1	0.796	Valid
DK2	0.873	Valid
DK3	0.874	Valid

Indicators	Outer Loading	Information
DK4	0.881	Valid
Surveillance (X2)		
PENG1	0.830	Valid
PENG2	0.907	Valid
PENG3	0.818	Valid
PENG4	0.827	Valid
Job Satisfaction (Z)		
KPK1	0.779	Valid
KPK2	0.873	Valid
KPK3	0.784	Valid
KPK4	0.884	Valid
KPK5	0.763	Valid
Work performance (Y)		
PK1	0.793	Valid
PK2	0.743	Valid
PK3	0.763	Valid
PK4	0.819	Valid
PK5	0.893	Valid
PK6	0.882	Valid
PK7	0.869	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor value* of > 0.60. According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a loading *factor* value of > 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:
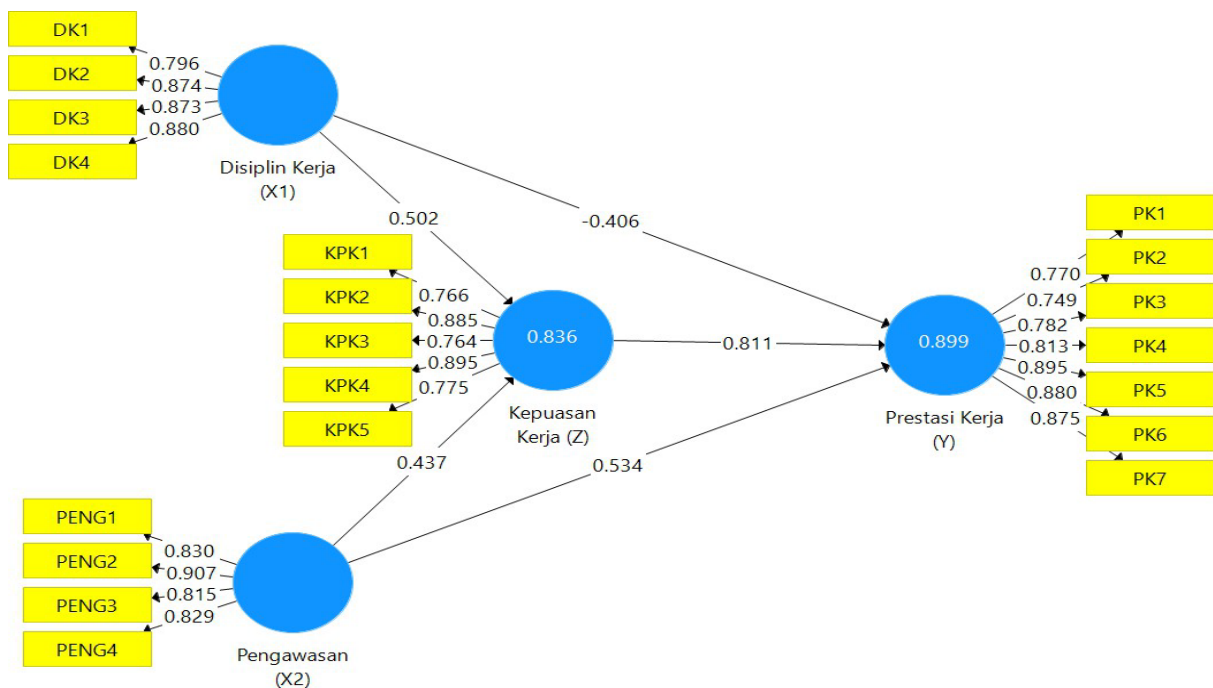
Figure 1. Outer Model Test Results

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	Discipline Work (X1)	Satisfaction Work (Z)	Supervision (X2)	Job Performance (Y)
DK1	**0.796**	0.732	0.835	0.714
DK2	**0.873**	0.843	0.814	0.728
DK3	**0.874**	0.743	0.737	0.701
DK4	**0.881**	0.784	0.679	0.618
KPK1	0.794	**0.779**	0.792	0.708
KPK2	0.713	**0.873**	0.794	0.885
KPK3	0.881	**0.784**	0.679	0.618
KPK4	0.692	**0.884**	0.778	0.844
KPK5	0.580	**0.763**	0.559	0.681
PENG1	0.709	0.674	**0.830**	0.652
PENG2	0.899	0.839	**0.907**	0.749
PENG3	0.753	0.650	**0.818**	0.742
PENG4	0.673	0.822	**0.827**	0.869
PK1	0.805	0.699	0.846	**0.793**
PK2	0.594	0.702	0.575	**0.743**
PK3	0.490	0.719	0.606	**0.763**

PK4	0.583	0.643	0.639	**0.819**
PK5	0.692	0.824	0.844	**0.893**
PK6	0.765	0.850	0.760	**0.882**
PK7	0.673	0.822	0.827	**0.869**

Source: Output Smart PLS, 2024

Based on table 4, 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 job satisfaction variable indicator shows that the value *of the cross loading* indicator is greater than the other latent variables, *The cross loading* of the work performance variable also showed 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	Reliability Composite	Average Variance Extracted (AVE)
Work Discipline (X1)	0.878	0.917	0.734
Job Satisfaction (Z)	0.876	0.910	0.670
Surveillance (X2)	0.868	0.910	0.716
Work Performance (Y)	0.921	0.937	0.681

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
Job Satisfaction (Z)	0.854	0.851
Work Performance (Y)	0.806	0.802

Source: *Smart PLS Output,* **2024**

Based on table 5, it is known that the R square Adjusted value of the Job Satisfaction variable is 0.851 or 85.10%, which means that the influence of work discipline and supervision on Job Satisfaction in the category is very high, meaning that the more supervision and supervision increase, the more Job Satisfaction will increase. Meanwhile, the R Square value on the Job Satisfaction variable is 0.854 or 85.40%, which means that the influence of work discipline and supervision on job satisfaction is 85.40% and the remaining 24.60% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the work performance variable is 0.802 or 80.20%, which means that supervision and supervision affect work performance by 80.20% or in the high category, meaning that work discipline and supervision can significantly increase work performance. Furthermore, the R square value of the work performance variable is 0.806 or 80.60%, which means that supervision and supervision affect work performance by 80.60%, while the remaining 19.40% is influenced by other variables that have not been studied.

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 > 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	0.123	0.127
d_ULS	3.153	3.375
d_G	2.264	2.264
Chi-Square	409.517	409.517
NFI	0.705	0,705

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is 0.705 > 0.123 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

Table 7. *Path Coefficients*

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Work Discipline (X1) -> Work performance (Y)	0.406	0.400	0.113	3.589	0.001	**Accepted**
Surveillance (X2) -> Work performance (Y)	0.534	0.519	0.085	6.264	0.000	Accepted
Work Discipline (X1) -> Job Satisfaction (Z)	0.502	0.489	0.095	5.266	0.000	**Accepted**
Surveillance (X2) -> Job Satisfaction (Z)	0.437	0.456	0.090	4.842	0.000	Accepted
Job Satisfaction (Z) ->	0.811	0.820	0.100	8.140	0.000	Accepted

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.

The results of the hypothesis test in this study show that there is a significant influence between Work Discipline, Supervision, and Job Satisfaction on employee work performance. Based on Table 7, the T-Statistic value obtained for the influence of work discipline on work performance is 3.589 >1.96, with a P-Value of 0.001 < 0.05. This indicates that work discipline has a positive and significant influence on Work Performance. In other words, increasing discipline in the work environment will have an impact on improving the performance achieved by employees. These findings support the first hypothesis in the study, namely that supervision has a positive effect on work performance.

Furthermore, supervision also showed a significant influence on Work Performance, with a T-Statistic value of 6.264 > 1.96, and a P-Value of 0.000 < 0.05. This result confirms that the better the supervision given to employees, the higher the achievement achieved. This is in line with the second hypothesis that supervision plays a positive role in improving work performance.

In addition to affecting Job Performance, work discipline and supervision also have a significant influence on Job Satisfaction. Work discipline shows a T-Statistic value of 5.266 > 1.96, and a P-Value of 0.000. This confirms that high work discipline has a positive impact on Job Satisfaction, which reflects that disciplined employees tend to feel more satisfied in their work environment. The same thing happened to Supervision, which also had a T-Statistic of 4.842 > 1.96 with a P-Value of 0.000 < 0.05, indicating a positive and significant influence on Job Satisfaction. Effective supervision turns out not only to improve Job Performance, but also to encourage better Job Satisfaction.

Finally, this study also confirmed a significant influence between Job Satisfaction and Job Performance. With a T-Statistic value of 8.140 > 1.96, and a P-Value of 0.000, this result confirms that an increase in Job Satisfaction will contribute to a significant increase in Job Performance. This finding confirms that Job Satisfaction is one of the key factors that encourage employees to achieve higher achievements. Overall, the results of this study show that Supervision, Supervision, and Job Satisfaction play a crucial role in improving Job Achievement in the government agencies studied, as well as supporting the hypotheses proposed in this study. To answer the sixth and seventh hypotheses, it can be seen in the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M	Standard Deviation (STDEV)	T Statistics (|O/STDEV |)	P es Results Valu	
Work Discipline -> Job Satisfaction -> Performance work	0.408	0.398	0.083	4.920	0.000	**Accepted**
Supervision -> Satisfaction	0.354	0.376	0.097	3.637	0.000	Accepted

work -> Job performance

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that the results of the indirect influence test in this study reveal that Work Discipline and Supervision have a significant impact on Job Performance through the Job Satisfaction variable. The indirect influence of work discipline on Job Achievement through Job Satisfaction has a T-Statistic value of 4.920, which is far above the value of 1.96, with a P-Value of 0.000 < 0.05, indicating high significance. These results indicate that the improvement of work discipline contributes indirectly to the improvement of Job Performance, with the role of Job Satisfaction as a mediator. In other words, when work discipline increases, it not only has a direct impact on Job Achievement but also increases Job Satisfaction, which ultimately improves the overall Job Achievement of employees.

Similarly, the Supervision variable showed a significant indirect influence on Job Performance through Job Satisfaction, with a T-Statistic value of 3.637 > 1.96 and a P-Value of 0.000 < 0.05. These results show that effective supervision contributes to an increase in Job Performance, mediated by Job Satisfaction. Good supervision creates a more satisfying work environment for employees, which in turn encourages them to achieve higher achievements. These findings support the research hypothesis that Job Satisfaction plays an important role as a mediator between Supervision and Supervision of Job Performance, reinforcing the understanding of the importance of these two variables in improving productivity and quality of employee performance through Job Satisfaction.

3.2. Discussion

The findings in this study show that there is a significant influence of work discipline and supervision on job satisfaction, which is in line with the findings of Suryani et al. (2021). In their research, Suryani et al. concluded that work discipline and supervision play an important role in shaping employee job satisfaction. The

implications of these findings suggest that organizations that focus on improving work discipline and supervision can increase employee job satisfaction, which in turn contributes to improving their job performance. This means that effective human resource management should not only emphasize the aspect of supervision, but also the development of supervision in a sustainable manner.

Furthermore, research by Pratama (2021) also shows that good supervision plays an important role in maintaining the consistency and quality of employee work. Effective supervision not only helps identify errors or problems in the performance of tasks but also provides the necessary guidance for performance improvement. Pratama found that the level of intensive and structured supervision has a direct impact on employee work performance, because employees feel more monitored and motivated to work better to achieve organizational targets. The results of this study are in line with the findings of previous research which confirmed that good supervision can directly improve work quality and productivity.

Research conducted by Lestari and Wijaya (2019) also identified that work discipline and supervision play an important role in achieving work performance in the company environment. The study concludes that supervision builds a culture of order and compliance, which is a prerequisite for maximum work achievement, while effective supervision provides support and encouragement for employees to continuously improve their performance. The Lestari and Wijaya research supports the current research results by showing that work discipline and supervision can be variables that have a direct effect on work performance, especially when organizations are able to create a clear and directed supervision structure.

Regarding the effect of Job Satisfaction on Job Performance, the results of this study are in line with the findings of Anggraini (2022) which identified a positive and significant relationship between these two variables. Anggraini said that job satisfaction will have more influence on work performance if it is supported by a strong organizational innovation climate and high psychological capital, such as optimism and employee resilience. These findings confirm that to achieve optimal work performance, organizations need not only to create a satisfying work environment but also to support conditions that allow employees to develop their psychological aspects.

Furthermore, this study highlights that Job Satisfaction serves as a mediator that strengthens the influence of Supervision and Supervision on Job Performance. These findings are supported by Suryani et al. (2021), who found that job satisfaction can function as an intervening variable between discipline and supervision of work performance. In other words, good supervision and supervision will be more effective in improving job performance when employees are satisfied with their jobs. Therefore, organizations need to adopt a holistic approach by not only emphasizing discipline and supervision, but also seeking to increase employee job satisfaction to

optimize performance.

4. CONCLUSIONS AND SUGGESTIONS

4.1 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 effect on Work Achievement with the T-Statistical Value for work discipline being 3.589 > 1.96 and the P-Value of 0.001 < 0.05, which shows that the improvement of work discipline will contribute positively to the improvement of employee work performance.

2. Supervision has a positive and significant effect on Work Performance with a T-Statistic value for Supervision of 6.264 > 1.96 and a P-Value of 0.000 < 0.05, which shows that good Supervision can improve employee Work Performance.

3. There is a positive and significant influence between work discipline and job satisfaction. The test results showed a T-Statistic value of 5.266 > 1.96 and a P-Value of 0.000 < 0.05, which indicates that improving work discipline will significantly increase employee job satisfaction.

4. There is a positive and significant influence between Supervision and Job Satisfaction. With a T-Statistic value of 4.842 > 1.96 and a P-Value of 0.000 < 0.05, this result shows that the increase in Supervision will significantly increase employee Job Satisfaction.

5. Job satisfaction has a positive and significant influence on Job Performance. The T-Statistic value of 8.140 > 1.96 and the P-Value of 0.000 < 0.05 confirm that the increase in Job Satisfaction will contribute positively to the improvement of employee Job Performance.

6. The indirect influence of Supervision on Job Performance through Job Satisfaction has proven to be significant. The T-Statistic value of 4.920 > 1.96 and the P-Value of 0.000 < 0.05 indicate that Job Satisfaction plays a significant mediator role in the relationship between Supervision and Job Performance.

7. The indirect influence of Supervision on Job Performance through Job Satisfaction is also significant. With a T-Statistic value of 3.637 > 1.96 and a P-Value of 0.000 < 0.05, this study shows that the increase in Supervision contributes to the improvement of Job Performance through the increase in Job Satisfaction.

4.2 Advice

Based on the findings, discussions and conclusions on the study can be suggested to the South Binjai District 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 job satisfaction, as well as applying appropriate research methods to produce accurate and useful findings.
3. Researchers are further advised to conduct further studies such as organizational culture or psychological capital that can influence the relationship between supervision, supervision, and performance, as well as expand the research to different sectors and organizations to obtain more comprehensive findings.

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