

The Effect Of Supervision And Motivation On Employee Performance With Job Satisfaction As An Intervening Variable At The South Binjai Sub-District Office

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Abstract

Employee performance is influenced by various factors, including Supervision and Motivation provided by the organization. Effective supervision and proper motivation can increase Job Satisfaction, which further contributes to improved performance. This study aims to identify the influence of Supervision and Motivation on Employee Performance by considering the role of Job Satisfaction as an intervening variable in the South Binjai Sub-district Office. Data was obtained through a survey of employees with a quantitative approach and analyzed using the *Partial Least Squares* (PLS) method. The results of the analysis showed that Supervision and Motivation had a positive and significant influence on Job Satisfaction, with T-Statistic values of 4.718 and 4.838, respectively, and P-Value of 0.000. Job Satisfaction is proven to have a positive and significant influence on Employee Performance with a T-Statistic value of 9.799 and a P-Value of 0.000, emphasizing the importance of Job Satisfaction as a performance driving factor. Indirect influence analysis shows that Supervision and Motivation significantly affect Employee Performance through Job Satisfaction, with an influence coefficient of 0.384. These findings indicate that increased Supervision and Motivation will be more effective in encouraging Employee Performance when facilitated by high Job Satisfaction. Advice is provided to institutions to improve access to technology and training, as well as evaluate existing surveillance and motivation strategies. Researchers are further encouraged to explore other intervening variables, such as organizational culture and psychological capital, in the context of performance improvement.

Keywords:

Supervision; Motivation, Job Satisfaction; Employee Performance

1. INTRODUCTION

Motivation is a crucial factor in achieving organizational goals, including at the South Binjai Sub-district Office. The reality on the ground shows that there is job dissatisfaction and low motivation among employees, which negatively affects their performance. According to (Robbins & Judge, 2017), it is stated that supervision and



motivation are two important aspects that affect the performance of individuals in an organization. This research is supported by results that show that satisfied and motivated employees tend to show better performance (Luthans, F, 2011).

Based on initial observations and interviews, the author found that some employees at the South Binjai Sub-district Office were dissatisfied with their jobs. This is reflected in complaints about the workload, and lack of supervision from the leadership. Employee motivation is also relatively low, as can be seen from the lack of initiative and innovation in daily work. Yuniati & Purwatmini, (2017) emphasized that motivational factors such as recognition and the opportunity to develop are essential to increase work motivation.

This study focuses on the influence of supervision and motivation on employee performance with job satisfaction as an intervening variable. Effective supervision can ensure that employees are working according to set standards, provide constructive feedback, and help address issues that may hinder performance (Jones, G. R & George, J. M, 2011). At the South Binjai Sub-district Office, the quality of supervision by superiors is often less than optimal, which has an impact on the motivation of employees as a whole.

There is a gap between ideal conditions and reality in the South Binjai Sub-district Office, which shows the importance of this research. Previous research has shown that high supervision and motivation are positively correlated with employee performance. (Amiruddin, 2017) also shows that effective supervision can improve organizational performance by ensuring that work goals and standards are achieved.

Effective supervision is the key to improving employee performance. With good supervision, employees feel more valued and motivated to give their best performance. Consistent and constructive supervision can help identify and address work problems more quickly and efficiently, which will ultimately increase employee supervision and motivation (Amiruddin, 2017).

According to (Handoko, 2013) supervision is the process for that organizational and management goals are achieved. This is pleasing to the ways of making 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 a 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.

According to Handoko in (Susilawati et al., 2023) the indicators of supervision are as follows:

- 1) Setting standards;
- 2) Work measurement;



- 3) Performance Appraisal;
- 4) Take corrective action

High motivation among employees is also important to achieve optimal performance. Motivated employees tend to have higher initiative, be more innovative, and be more committed to their work. Thus, increasing motivation through effective supervision and high supervision will have a positive impact on the overall performance of the organization (Hadi et al., 2024).

Pinder in (Tremblay et al., 2009) defines motivation as a set of energetic forces that come from within as well as outside an individual, to initiate a behavioral relationship with respect to work and to establish form, supervision, intensity and continuity. While (Robbin & Judge, 2015) defines motivation as a process that describes the intensity, direction and perseverance of an individual to achieve his goals.

To measure motivation in this study, refer to the indicators set by (Robbin & Judge, 2015) as follows:

- 1) Awards,
- 2) Social Relations,
- 3) Living Needs,
- 4) Success at Work.

By examining the influence of supervision and motivation on motivation through supervision as an intervening variable, this study is expected to make an important contribution to the management of human resources in the public sector, especially in the South Binjai Sub-district Office. The results of this study can be the basis for better decision-making in improving motivation and service quality to the community.

Employee job satisfaction is the feeling of happiness or pleasure of the employee in looking at and carrying out his work. If a person is happy with his work, then he is satisfied with his work, (Tamali & Munasip, 2019). Job satisfaction is defined as a positive attitude for workers including feelings and behavior in their job responsibilities, of course through job appraisal as a sense of appreciation in achieving important values at work, (Afandi, 2018).

Meanwhile, according to (Saragih & Simarmata, 2019) Job satisfaction is a person's feelings towards their work. This means that the conception of job satisfaction is the result of human interaction with the work environment.

In this study, the indicators of job satisfaction refer to opinions (Afandi, 2018), namely:

- 1) Work;
- 2) Wages;
- 3) Promotion;
- 4) Supervisor and;
- 5) Co workers.

Job satisfaction and employee performance are closely related in the work environment. When employees experience high job satisfaction, which includes comfort at work, rewards received, and good relationships with colleagues and superiors, they tend to be more motivated and committed to their tasks. This satisfaction creates an intrinsic drive that increases work morale and productivity.

Employee performance 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 employee performance is the result achieved by employees that are evaluated based on certain standards or criteria, which include the effectiveness, efficiency, and contribution of employees to organizational goals.

To measure employee performance, 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.

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

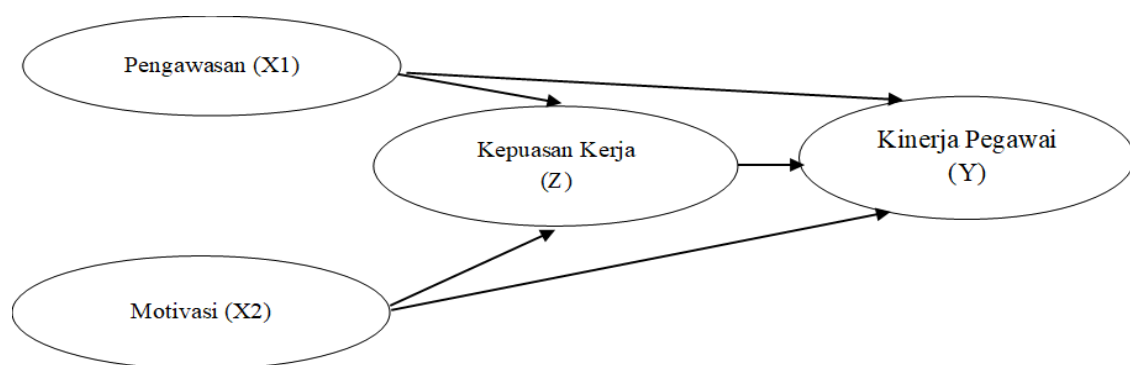


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the South Binjai Sub-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 Sub-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 Sub-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 test (R^2) to measure how far the model is able to explain the variation of the bound variables. R^2

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. 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 motivation (X1)		
PENG1	0.809	Valid
PENG2	0.880	Valid
PENG3	0.871	Valid
PENG4	0.864	Valid
Motivation (X2)		
MT1	0.817	Valid
MT2	0.910	Valid
MT3	0.834	Valid
MT4	0.798	Valid
Use of technology (Z)		
KK1	0.768	Valid
KK2	0.890	Valid
KK3	0.739	Valid
KK4	0.886	Valid
KK5	0.779	Valid
Employee Performance (Y)		
KP1	0.747	Valid



Indicators	Outer Loading	Information
KP2	0.706	Valid
KP3	0.766	Valid
KP4	0.805	Valid
KP5	0.868	Valid
KP6	0.878	Valid
KP7	0.817	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:

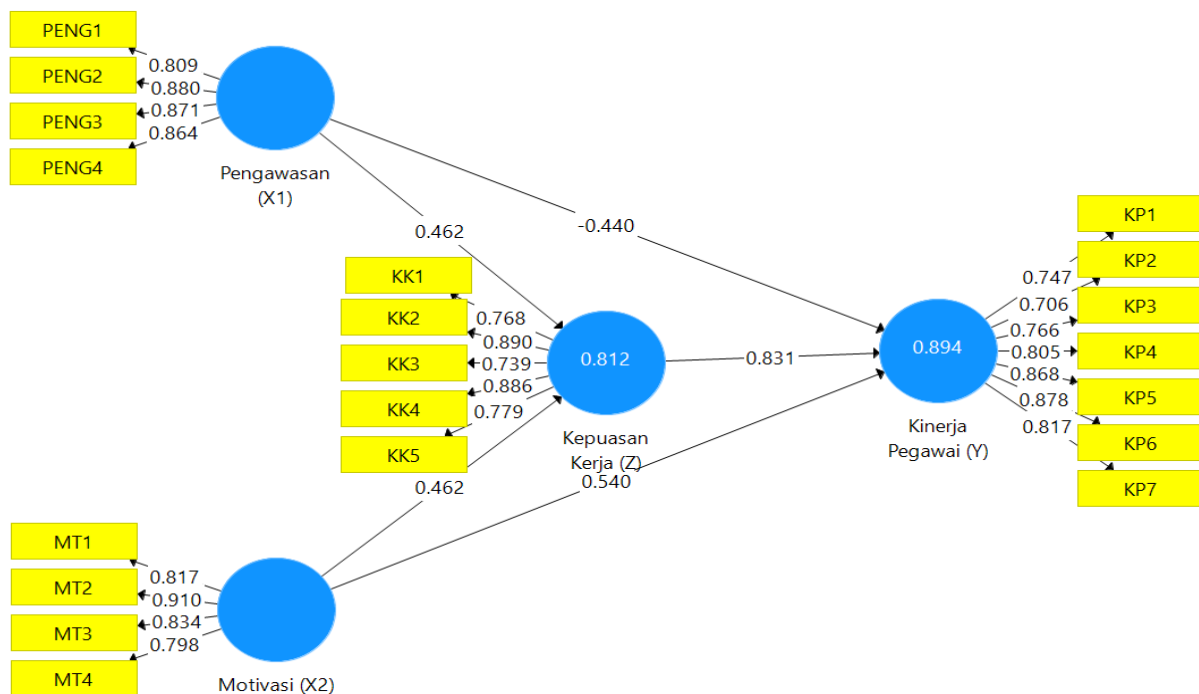


Figure 1. Outer Model Test Results

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	Job Satisfaction (Z)	Employee Performance (Y)	Motivation (X2)	Surveillance (X1)
KK1	0.768	0.691	0.808	0.805
KK2	0.890	0.881	0.764	0.692
KK3	0.739	0.583	0.675	0.849
KK4	0.886	0.859	0.750	0.670
KK5	0.779	0.699	0.554	0.565
KP1	0.663	0.747	0.834	0.777
KP2	0.658	0.706	0.478	0.500
KP3	0.725	0.766	0.567	0.448
KP4	0.632	0.805	0.612	0.549
KP5	0.785	0.868	0.792	0.627
KP6	0.842	0.878	0.761	0.755
KP7	0.807	0.817	0.800	0.669
MT1	0.654	0.611	0.817	0.712
MT2	0.825	0.724	0.910	0.909
MT3	0.663	0.747	0.834	0.777
MT4	0.786	0.831	0.798	0.628
PENG1	0.726	0.691	0.841	0.809
PENG2	0.820	0.694	0.803	0.880
PENG3	0.697	0.657	0.742	0.871
PENG4	0.756	0.611	0.691	0.864

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 variable Supervision and motivation variable shows that the cross loading indicator is greater than the cross loading of other latent variables, the cross loading indicator of the job satisfaction variable 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)
Job Satisfaction (Z)	0.872	0.908	0.664
Employee Performance (Y)	0.906	0.925	0.641
Motivation (X2)	0.861	0.906	0.707
Surveillance (X1)	0.878	0.917	0.733

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)	0.812	0.808
Employee Performance (Y)	0.894	0.891

Source: Smart PLS Output, 2024

Based on table 5, it is known that the R square Adjusted value of the Job Satisfaction variable is 0.808 or 80.80% which means that the influence of Supervision and motivation on Job Satisfaction in the category is very high, meaning that the more Supervision and motivation increases, the more Job Satisfaction will increase. Meanwhile, the R Square value on the Job Satisfaction variable is 0.812 or 81.20%, which means that the influence of supervision and motivation on job satisfaction is 81.20% and the remaining 18.20% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the Employee Performance variable is 0.891 or 89.10%, which means that Supervision and motivation affect employee performance by 89.10% or in the very high category, meaning that Supervision and motivation can significantly improve employee performance. Furthermore, the R square value of the Employee Performance variable is 0.894 or 89.40%, which means that Supervision and motivation affect employee performance by 89.40%, while the remaining 10.20% 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	0.125	0.125
d_ULS	3.301	3.301
d_G	2.264	2.264
Chi-Square	439.517	439.517
NFI	0.803	0,803

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.705 > 0.117$ 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 Value s	Result
Supervision (X1) -> Employee Performance (Y)	0.440	0.429	0.109	4.045	0.000	Accepted
Motivation (X2) -> Employee Performance (Y)	0.540	0.544	0.079	6.836	0.000	Accepted
Supervision (X1) -> Job Satisfaction (Z)	0.462	0.450	0.098	4.718	0.000	Accepted
Motivation (X2) -> Job Satisfaction (Z)	0.462	0.475	0.096	4.838	0.000	Accepted
Job Satisfaction (Z) -> Employee Performance (Y)	0.831	0.818	0.085	9.799	0.000	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that supervision has a positive and significant effect on employee performance. This can be seen from the T-statistic value of $4.045 > 1.96$ with a P-Value of $0.000 < 0.05$. This means that if supervision is improved, employee performance will increase significantly. This result answers the first hypothesis in this study, namely rejecting H_0 and accepting H_a or Supervision has a positive and significant effect on employee performance at the South Binjai Sub-district Office. Likewise, the influence of motivation on employee performance was obtained with a T-statistical value of $6.836 > 1.96$ with a P-Value of $0.000 < 0.05$ which means that motivation has a positive and significant influence on employee performance. The results of this finding answer the second hypothesis.

Furthermore, on the influence of supervision and motivation on job satisfaction, data on T-Statistics values of 4.718 and 4.838 > 1.96 respectively with a P-Value of $0.000 < 0.05$ so that it can be stated that supervision and motivation have a positive and significant effect on job satisfaction at the South Binjai Sub-district Office. This can be



interpreted that if supervision and motivation are improved, job satisfaction will increase significantly. This statement answers the third and fourth hypotheses, namely accepting H_a and rejecting H_0 .

Finally, Job Satisfaction significantly affects Employee Performance with a T-Statistic of 9.799 and a P-Value of 0.000. This means that the increase in Job Satisfaction will have a significant impact on the improvement of Employee Performance, this statement answers the fifth hypothesis in this study. Overall, these findings show that Supervision, Motivation, and Job Satisfaction play an important role in improving employee performance at the South Binjai Sub-district Office. 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 Values	Result
Supervision -> Job Satisfaction -> Employee Performance	0.384	0.388	0.088	4.363	0.000	Accepted
Motivation -> Job Satisfaction -> Employee Performance	0.384	0.368	0.088	4.341	0.000	Accepted

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that Supervision has a significant indirect influence on Employee Performance through the intervening variable of Job Satisfaction. This can be seen from the T-Statistic value of $4.363 > 1.96$ and the P-Value of 0.000 (less than 0.05), which indicates that the influence is significant. The indirect influence coefficient of 0.384 indicates that the increase in Supervision will have a positive impact on employee Job Satisfaction, which will ultimately contribute to the improvement of Employee Performance. Thus, the role of Job Satisfaction as a mediator in the relationship between Supervision and Employee Performance is proven to be significant, supporting the hypothesis proposed in this study.

Motivation is also proven to have a significant indirect influence on Employee Performance through Job Satisfaction, with a T-Statistic value of $4.341 > 1.96$ and a P-Value of $0.000 < 0.05$. The indirect influence coefficient of 0.384 shows that the increase in motivation given to employees will increase their Job Satisfaction, which then has a positive impact on Employee Performance. These results show that Job Satisfaction plays a significant mediator in the relationship between Employee Motivation and

Performance, supporting the hypothesis related to the indirect influence of Motivation on Employee Performance.

3.2. Discussion

The findings in this study can be strengthened by referring to relevant previous research. In the context of the influence of Supervision and Motivation on Job Satisfaction, the findings show that Supervision and Motivation have a significant influence on Job Satisfaction. These findings are supported by research by Suryani et al. (2021), which found that supervision and motivation have a significant impact on employee job satisfaction. The implications of these findings suggest that increased supervision and motivation can play an effective role in increasing job satisfaction, which in turn can positively affect employee performance. This suggests that organizations should prioritize the development of supervision and motivation in human resource management strategies.

In addition, the results of this finding are in line with Salvano's (2023) research, which states that supervision and motivation do not always have a direct effect on employee performance. The implications of these results suggest that while Supervision and Motivation are important factors, other factors such as the work environment and reward system may be more decisive in influencing employee performance in certain contexts. These findings open up opportunities for organizations to adopt a more holistic approach to improving employee performance, by paying attention to other aspects that can also affect employee productivity more directly.

Furthermore, regarding the influence of Job Satisfaction on Employee Performance, this finding is supported by research by Anggraini (2022) which shows a positive and significant relationship between job satisfaction and employee performance, especially when supported by a strong organizational innovation climate and high psychological capital. These findings indicate that an increase in Job Satisfaction can significantly improve employee performance, especially if the organization has an innovative climate and supports the development of psychological capital, such as optimism and resilience of employees in the face of challenges.

Furthermore, this study found that the indirect influence through Job Satisfaction was able to intervene in the influence of Supervision and Motivation on Employee Performance. This finding is supported by research by Suryani et al. (2021), which shows that Job Satisfaction plays a role as an intervening variable that strengthens the influence of Supervision and Motivation on Employee Performance. In other words, while supervision and motivation may not have a direct effect on employee performance, high supervision and motivation can have a more significant impact if supported by job satisfaction. This study suggests that organizations should

not only focus on improving supervision and motivation, but also on efforts to increase employee job satisfaction so that optimal performance can be achieved.

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. There is a positive and significant influence between Supervision and Motivation on Job Satisfaction. This is shown by the T-Statistic value for Supervision of $4.718 > 1.96$ and Motivation of $4.838 > 1.96$, and the P-Value for both is $0.000 < 0.05$. This means that if Supervision and Motivation are improved, then employee Job Satisfaction will increase significantly.
2. The Influence of Supervision and Motivation on Employee Performance directly showed insignificant results with a T-Statistical value of $0.007 < 1.96$ and a P-Value of $0.995 > 0.05$. This shows that the increase in Supervision and Motivation does not necessarily have a direct impact on improving Employee Performance at the South Binjai Sub-district Office.
3. Job Satisfaction has a positive and significant influence on Employee Performance with a T-Statistic value of $9.799 > 1.96$ and a P-Value of $0.000 < 0.05$. These results confirm that the increase in Job Satisfaction will have a positive effect on Employee Performance.
4. The indirect influence of Supervision on Employee Performance through Job Satisfaction proved significant with a T-Statistic value of $4.363 > 1.96$ and a P-Value of $0.000 < 0.05$. This means that Job Satisfaction is an important mediating variable in the relationship between Supervision and Employee Performance.
5. Motivation also has a significant indirect influence on Employee Performance through Job Satisfaction, with a T-Statistic value of $4.341 > 1.96$ and a P-Value of $0.000 < 0.05$. This shows that increasing Motivation will have a positive impact on Employee Performance if Job Satisfaction also increases.
6. Supervision has a significant indirect influence on Employee Performance through the intervening variable of Job Satisfaction. This is shown by the T-Statistic value of $4.363 > 1.96$ and the P-Value of $0.000 < 0.05$, which shows that the influence is significant. The indirect influence coefficient of 0.384 shows that the increase in Supervision will have a positive impact on Employee Job Satisfaction, which will ultimately improve Employee Performance.
7. Motivation has also been proven to have a significant indirect influence on Employee Performance through Job Satisfaction. The T-Statistic value of $4.341 > 1.96$ and the P-Value of $0.000 < 0.05$ indicate that this influence is significant. With an indirect influence coefficient of 0.384, these results show that an increase in Motivation will increase Job Satisfaction, which in turn has a positive impact on Employee Performance. These results support the role of Job Satisfaction as an



important intervening variable in strengthening the influence of Motivation on Employee Performance, in accordance with the hypothesis proposed.

7.2 Suggestion

Based on the findings, discussions and conclusions on the study can be suggested to the South Binjai Sub-district Office as follows:

1. Institutions are advised to provide support in the form of access to relevant technology and training in its use, so that employees can optimize their supervision and motivation in order to improve performance. In addition, institutions need to evaluate and review the supervision and motivation strategies that are currently being implemented, to ensure their effectiveness in encouraging maximum employee performance.
2. Students who will enter the workforce are expected to prepare themselves with an understanding of the latest technology and how it can support performance in the workplace. Learning digital skills, such as mastery of software that supports supervision and motivation, will be a plus in improving work effectiveness in a professional environment.
3. Researchers are further advised to conduct further studies related to the role of other intervening variables, such as organizational culture or psychological capital, in strengthening the relationship between supervision and motivation on performance. This follow-up study is expected to provide a more comprehensive understanding of the factors that can support employee performance improvement in various organizational contexts.

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