

The Effect Of Supervision And Work Discipline On Employee Performance Moderated By Motivation At PT Bank North Sharia Padangsidempuan Branch

Hilman Saleh Daulay¹, Abdi Sugiarto²

¹Master of Management Student, Universitas Pembangunan Panca Budi, Medan

^{2*}Master of Management, Universitas Pembangunan Panca Budi, Medan

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

Abstract

The purpose of this research is to determine and analyze the influence of supervision and work discipline on employee performance which is moderated by work motivation at PT. Bank Sumut Syariah Padangsidempuan Branch. This research was carried out at PT. Bank Sumut Syariah Padangsidempuan Branch. The type of research is associative quantitative. The sample in this study was 22 employees with ASN and honorary status at PT. Bank Sumut Syariah Padangsidempuan Branch. The sampling technique in this study used the entire population of 22 people. The research results show that supervision has a significant influence on employee motivation as shown by the T-Statistic value of $3,784 > 1.96$ and the P Value of $0.001 < 0.05$. Work discipline has a significant effect on employee performance with a T-Statistic value of $6.197 > 1.96$ with a P-Value of $0.000 < 0.05$. Work Discipline has a significant effect on Employee Work Motivation, this can be seen from the results of the T-Statistic value of $2.828 > 1.96$ with a P-Value value of $0.010 < 0.05$. In the indirect effect, the results show that work motivation does not have a role as a moderating variable in explaining the relationship between supervision and work discipline and employee performance. This shows that improvements in supervision and work discipline cannot increase work motivation, which ultimately contributes to improving employee performance at PT. Bank Sumut Syariah Padangsidempuan Branch.

Keywords:

Supervision; Work Discipline; Performance; Motivation.

1. INTRODUCTION

The success of an organization, including government agencies such as the Dairi Regency Agriculture, Food Security, and Fisheries Office, is highly dependent on the performance of its employees. Optimal employee performance can be achieved

through the implementation of effective management policies and high work motivation. Management policies include various strategies, policies, and procedures designed to achieve organizational goals, (Yuningsih, 2018). Work motivation, on the other hand, is a psychological factor that drives employees to achieve higher levels of performance, (Robbins et al., 2017).

There are several factors that affect performance, one of which is supervision. Supervision is a process to ensure that organizational and management goals are achieved, (Handoko, 2014). Supervision is one of the important factors for employee performance, because through supervision employees will be able to be supervised properly so that maximum employee performance can be realized.

Supervision is a process to ensure that organizational and management goals are achieved, (Handoko, 2014). Supervision is an uninterrupted process to ensure that the implementation of duties, functions, and authorities does not deviate from the rules that have been set in order to achieve organizational goals.

According to (Handoko, 2014) the indicators of supervision are as follows:

1) Accurate

Information about the implementation of activities must be accurate. Inaccurate data from the monitoring system can cause the organization to take corrective actions that are wrong or even create problems that do not actually exist.

2) On time

That is, information must be collected, conveyed, and evaluated as soon as possible if improvement activities must be carried out immediately.

3) Objective and comprehensive

That is, the information must be easy to understand and non-discriminatory and complete.

4) Centralized at strategic monitoring points

That is, the monitoring system must focus on the areas where deviations from the standards occur most often or that result in the most fatal damage.

5) Economically realistic

That is, the cost of implementing the supervision system must be lower or at least equal to the usefulness obtained from the system.

In addition to supervision, another factor that can affect employee performance is work discipline. Work discipline is the most important operational function of MSDM because the better the employee's discipline, the higher the work performance that can be achieved. Work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms, (Sinambela et al., 2016). stated that the indicators of work discipline are as follows:

1) Presence

This is a fundamental indicator to measure discipline, and usually employees who have low work discipline are used to being late for work.

2) Compliance with Work Regulations

Employees who obey the work rules will not neglect work procedures and will always follow the work guidelines and will always follow the work guidelines set by the company.

3) Adherence to Work Standards

This can be seen through the amount of responsibility of employees for the tasks entrusted to them.

4) High Alert Level

Employees who have high vigilance will always be careful and full of calculation and thoroughness in their work.

5) Work Ethically

Some employees acted inappropriately. This is one of the disciplines so that working ethically is a form of employee work discipline.

Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. With high work discipline, employees will be able to achieve maximum employee performance, be it time discipline, discipline or regulations set by the organization, (Marpaung & Agustin, 2013).

Work motivation is an internal and external impulse that affects the level of effort and morale of employees. Motivational theories such as Herzberg's Two-Factor Theory state that motivator factors such as rewards, recognition, and career development opportunities are essential for improving employee performance. Research by (Gerrish, 2016) shows that high work motivation is positively correlated with increased productivity and employee job satisfaction.

While (Robbins et al., 2017) defines motivation as a process that describes the intensity, direction and perseverance of an individual to achieve his goals. To measure work motivation in this study, refer to the indicators set by (Robbins et al., 2017) as follows:

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

Employee performance is a measure of how effective and efficient an employee is in carrying out his duties and responsibilities. According to performance theories such as the Campbell Model, performance is affected by three main components: motivation, ability, and opportunity to achieve. Research by (Bakker & Demerouti, 2017) shows that employee performance can be improved through a combination of appropriate management policies and high work motivation.

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 violating the law and not contrary to morals and ethics. 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;

Based on initial observations by the researcher, it can be stated that the phenomenon that occurred at PT. Bank SUMUT Syariah Padangsidempuan Branch related to supervision is that there is still a lack of leadership supervision of employees so that employee performance is less effective. This can be seen from the fact that there are still many employees who do other jobs outside of the job duties given and are not responsible for the work tasks performed. This can cause the achievement of the company's goals not to run effectively and efficiently so that it is directly proportional to the improvement of performance does not run well.

Then based on observations by researchers, it can be stated that the phenomenon that occurred at PT. Bank SUMUT Syariah Padangsidempuan Branch related to work discipline is that there are still many employees who are late and negligent in their work. This can be seen from the inaccuracy of employees' arrival and departure times in accordance with company rules. This can cause low employee performance so that the results obtained by the company are not satisfactory.

The purpose of this study is to analyze the influence of supervision and work discipline on employee performance through work motivation as an intervening variable in PT. Bank SUMUT Syariah Padangsidempuan Branch. The concept of this research is as illustrated in the following conceptual framework drawing:

2. Conceptual Framework

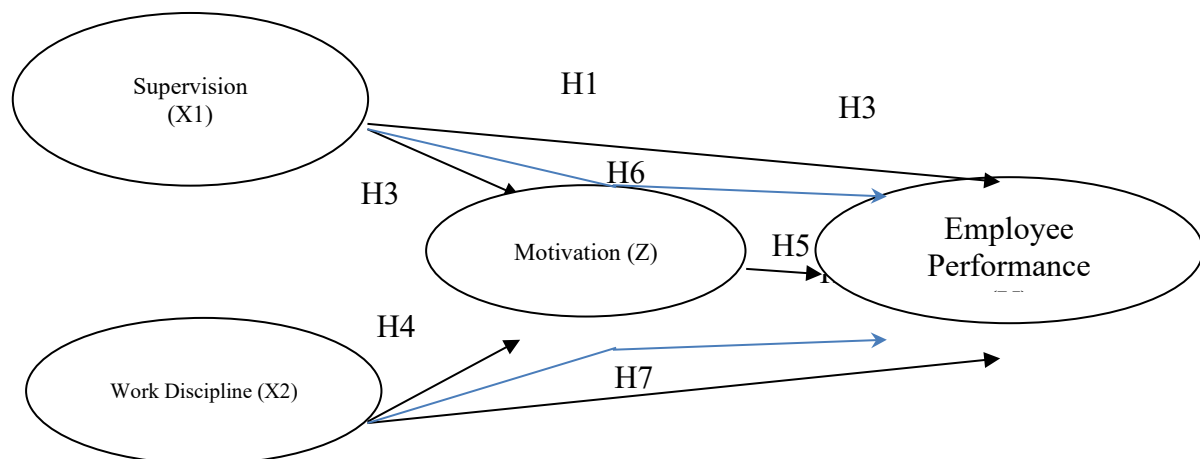


Figure 1. Conceptual Framework

3. RESEARCH METHODS

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables, (Sugiyono, 2018). In this study, the exogenous variables are Supervision (X1) and Work Discipline (X2). Meanwhile, the endogenous variables are employee performance (Y) and the Moderation Variable is motivation (Z). This research was carried out at PT. Bank SUMUT Syariah Padangsidimpuan Branch which is located at Jl. Trans Sumatra Bukittinggi – Padang Sidempuan No 187, Sipolu-polu, Panyabungan District, Mandailing Natal Regency, North Sumatra. The time of this research will be carried out from September 2024 to November 2024. 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, (Sugiyono, 2018). The population in this study is all employees at PT. Bank SUMUT Syariah Padangsidimpuan Branch which consists of 22 people with the following details:

Table 1. Number of Population

Status	Sum
Civil servants	9
Honorary/ Task Force	13
Total	22

According to (Sugiyono, 2018) the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. In this study, the author uses the entire population, namely the total number of employees as many as 22 people.

The data that will be used from this study is the data from the questionnaire results distributed to respondents consisting of all in PT. Bank SUMUT Syariah Padangsidimpuan Branch. The data analysis technique used in this study is a quantitative data analysis method. The data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run with computer media.

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 to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Latan & Ghazali, 2015) and the hypothesis test (*T-Statistic Test*) which consists of a

path coefficients 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 the its independent variable to 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 (Latan & Ghazali, 2015) the criterion of t-value table is 1.96 with a significance level of 5%.

4. RESULTS AND DISCUSSION

4.1 Research 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
Surveillance (X1)		
PENG1	0,837	Valid
PENG2	0,848	Valid
PENG3	0,793	Valid
PENG4	0,738	Valid
Work Discipline (X2)		
DK1	0,870	Valid
DK2	0,883	Valid
DK3	0,755	Valid



Indicators	Outer Loading	Information
DK4	0,872	Valid
Motivation (Z)		
MOT1	0,773	Valid
MOT2	0,909	Valid
MOT3	0,808	Valid
MOT4	0,851	Valid
Employee Performance (Y)		
KIN1	0,944	Valid
KIN2	0,765	Valid
KIN3	0,907	Valid
KIN4	0,859	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 (Latan & Ghazali, 2015) states that an 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:

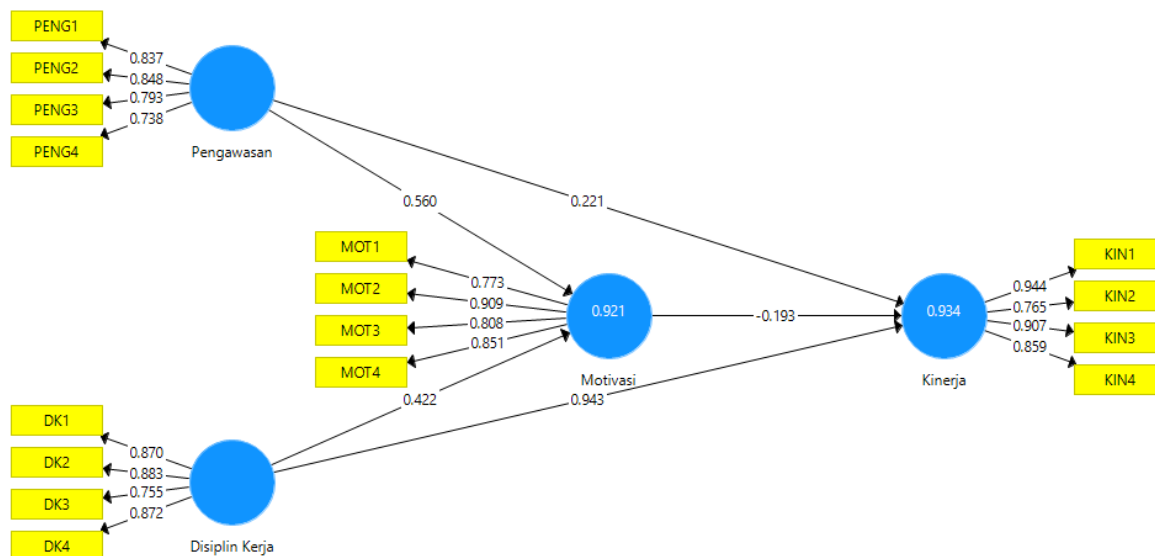


Figure 1. Outer Model Test Results

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

Variable Indicators	Surveillance (X1)	Work Discipline (X2)	Motivation (Z)	Performance (Y)
PENG1	0,837	0,810	0,737	0,871
PENG2	0,848	0,872	0,909	0,859
PENG3	0,793	0,594	0,749	0,545
PENG4	0,738	0,580	0,597	0,515
DK1	0,743	0,870	0,851	0,818
DK2	0,843	0,883	0,753	0,944
DK3	0,609	0,755	0,600	0,597
DK4	0,848	0,872	0,909	0,859
MOT1	0,809	0,678	0,773	0,631
MOT2	0,848	0,872	0,909	0,859
MOT3	0,763	0,667	0,808	0,652
MOT4	0,743	0,870	0,851	0,818
KIN1	0,843	0,883	0,753	0,944
KIN2	0,653	0,790	0,772	0,765
KIN3	0,760	0,810	0,678	0,907
KIN4	0,848	0,872	0,909	0,859

Source: Smart PLS Output, 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 shows that *the cross loading* of the variable indicator is greater than *the cross loading* of other latent variables, *the cross loading* indicator of the employee performance variable shows that the value of the *cross loading* indicator greater than other latent variables. Based on this data, it can be stated discriminatively that the cross loading *results* are considered valid.

3) Composite reliability test results

The submission then determines the reliable value with *the composite reliability* of the indicator block that measures the construct. 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)
Surveillance (X1)	0,822	0,880	0,648
Work Discipline (X2)	0,868	0,910	0,717
Motivation (Z)	0,856	0,903	0,700
Performance (Y)	0,892	0,926	0,760

Source: *Output Smart PLS, 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)	0,934	0,923
Motivation (Z)	0,921	0,913

Source: *Output Smart PLS, 2024*

Based on table 5, it is known that the *R square Adjusted* value of the employee performance variable is 0.934 or 93.4%, which means that the joint influence between supervision and work discipline on employee performance is in the high category. This means that the more supervision and work discipline increases, the more employee performance will increase. Meanwhile, the R Square value on the motivation variable is 0.921 or 92.10%, which means that the joint influence between supervision and work discipline on employee motivation is 92.1% and the remaining 7.9% is

influenced by other variables that have not been studied. Meanwhile, the *R Square Adjusted value of the Motivation variable* is 0.913 or 91.30%, which means that supervision and work discipline affect motivation by 92.10% or in the high category, which means that the better the supervision and work discipline, the higher the level of employee motivation.

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 > 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	0.138	0.138
d_ULS	2.604	2.604
d_G	2.076	2.076
Chi-Square	96.411	96.411
NFI	0.428	0.428

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.428 > 0.138$ 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 -> Performance	0.943	1.021	0.153	6.147	0.000	Accepted

Work Discipline -> Motivation	0.422	0.459	0.149	2.828	0.010	Accepted
Motivation -> Performance	-0.193	-0.250	0.223	0.864	0.397	Rejected
Performance > Supervision	0.221	0.199	0.131	1.686	0.106	Rejected
Supervision -> Motivation	0.560	0.528	0.148	3.784	0.001	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that supervision does not have a significant effect on employee performance. This can be seen from the T-statistic value of $1.686 < 1.96$ with a P-Value of $0.106 > 0.05$. This means that if supervision decreases, employee performance will decrease. This result answers the first hypothesis in this study, namely that supervision does not have a significant effect on the performance of employees of PT. Bank SUMUT Syariah Padangsidempuan Branch.

Furthermore, on the influence of work discipline on employee performance, T-Statistical value data was obtained $6.147 > 1.96$ with a P-Value of $0.000 < 0.05$ so that it can be stated that work discipline affects the performance of PT. Bank SUMUT Syariah Padangsidempuan Branch. These results answer the second research hypothesis. Meanwhile, in the third hypothesis, supervision affects employee motivation with a T-Statistic value of $3.784 > 1.96$ with a P-Value of $0.001 < 0.05$ which means that if supervision is carried out at work, Employee Performance will increase.

In the fourth hypothesis, namely that there is an influence of work discipline on work motivation, the T-Statistics value data was obtained from $2.828 > 1.96$ with a P-Value of $0.010 < 0.05$ so that it can be stated that work discipline has an effect on the work motivation of PT. Bank SUMUT Syariah Padangsidempuan Branch. The fifth hypothesis, namely the influence of motivation on employee performance, was obtained with T-Statistical value data obtained $0.824 < 1.96$ with a P-Value value of $0.397 > 0.05$ so that it can be stated that motivation has no effect on the performance of PT. Bank SUMUT Syariah Padangsidempuan Branch.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
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Work Discipline - > Motivation -> Performance	-0.081	-0.123	0.137	0.593	0.559	Rejected
Supervision -> Motivation -> Performance	-0.108	-0.122	0.107	1.012	0.323	Rejected

Source: Smart PLS Output, 2023

Based on table 8, it can be explained that motivation (Z) is not able to moderate the influence between Supervision (X1) and employee performance (Y). This can be seen from the results of the T-Statistical value of $1.012 < 1.96$ with a P-Value of $0.323 > 0.05$. This shows that there is no indirect influence between supervision and Employee Performance through Work motivation. These results provide insight into how the intermediate variable of work motivation cannot intervene in the relationship between supervision and the performance of employees of PT. Bank SUMUT Syariah Padangsidimpuan Branch.

In motivation (Z) is unable to moderate the influence between work discipline (X2) on employee performance (Y). This can be seen from the results of the T-Statistical value of $0.593 < 1.96$ with a P-Value of $0.559 > 0.05$. This shows that there is no indirect influence between work discipline and Employee Performance through Work motivation. These results provide insight into how the intermediate variables of work motivation cannot moderate the relationship between work discipline and the performance of PT. Bank SUMUT Syariah Padangsidimpuan Branch.

3.1. Discussion

The findings in this study can be strengthened by referring to the findings of previous relevant studies. In the context of the influence of supervision and work discipline on employee performance, this finding is in line with the results of research (Arifien et al., 2022) which show that the higher the level of discipline and motivation of employees in an agency, the more influential it is on the level of performance. In another study, it was also found that supervision had a positive and significant effect on the performance of employees of PT PLN (Persero) ULP Palopo, (Aida et al., 2023).

Furthermore, Indirect Influence through Intermediate Variables (Work Motivation) The results of this study are in line with the research conducted previously showing that employee motivation The existence of this experience will provide more knowledge for employees so that work will be completed more quickly and on time which is able to provide employee job satisfaction. The results of this study are supported by research conducted by (Prayogi et al., 2019) by stating that the more experience, the higher the level of job satisfaction will be.

5. CONCLUSION

From the results of the data analysis of the research results and discussions described above, it can be concluded that supervision has a significant influence on the performance of employees at PT. Bank SUMUT Syariah Padangsidempuan Branch. These results show that if supervision of employees is improved, employee performance tends to increase. The relationship of influence between work discipline and performance shows that it has a significant influence. This means that improvements in work discipline can directly significantly improve employee performance.

In the indirect influence through the Work motivation variable, it was found that the work motivation variable did not play a role in explaining the relationship between supervision and work discipline and Employee Performance. This means that improvements in supervision and work discipline cannot contribute to an increase in work motivation, which then has an impact on improving employee performance. These findings explain the complex relationship between these variables in the context of research. Overall, this study provides insight into the importance of factors such as supervision, work discipline and work motivation in influencing the performance of employees at PT. Bank SUMUT Syariah Padangsidempuan Branch. The results of this study provide practical implications for management and improvement in the work environment to improve employee performance through attention to these factors.

6. SUGGESTION

Based on the results of the research, discussion, and conclusions obtained, the suggestions that can be given are as follows:

- a. Based on the results of the study, it is known that the variables of Supervision, work discipline, Work Motivation, and Employee Performance need to be maintained and improved. Therefore, PT. Bank SUMUT Syariah Padangsidempuan Branch should improve the process of supervision and work discipline to employees. The training provided must also be more diverse because with diverse training, it will be able to increase the work motivation of employees as well as increase knowledge. These steps are expected to further improve the changed work discipline at PT. Bank SUMUT Syariah Padangsidempuan Branch to employees so as to increase work motivation and will also improve employee performance.
- b. In order for researchers to further develop this research by developing a research model by involving conditional variables as moderation variables in order to find out the variables that strengthen or weaken the performance of employees.

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