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THE INFLUENCE OF SUPERVISION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AT THE SORONG CITY HEALTH OFFICE

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Abstract

The aim of the research is to determine and analyze the influence of supervision and work discipline on employee performance through work motivation at the Sorong City Health Service Office. This research was carried out at the Sorong City Health Service Office and lasted for approximately 2 (two) months, namely May to July 2024. This research used a quantitative approach to study. The population in this study was all 113 employees of the Sorong City Health Service Office. The sampling technique uses Saturated Sampling, where the entire population is used as the research sample, namely 113 people. The results of the research show that supervision has a positive and significant effect on work motivation, work discipline has a positive and significant effect on work motivation, supervision has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, supervision has a positive and significant effect on employee performance through work motivation, and work discipline has a positive and significant effect on employee performance through work motivation at the Sorong City Health Service Office. 

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Supervision, Work Discipline, Work Motivation, Employee Performance

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1 Introduction

One of the determinants of the success of an organization must of course have human resources who directly or indirectly contribute to the organization so that they are able to support the goals of the organization effectively and efficiently. Every organization has the goal of obtaining the expected progress, to realize this goal, it is necessary to improve and develop the organization by holding various ways that are arranged in the employee performance improvement program.

According to Mangkunegara (2017) "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".

There are several factors that affect performance, one of which is supervision. According to Handoko (2017) "Supervision is a process to ensure that organizational and management goals are achieved". 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.

By paying attention to supervision from superiors to employees is a way to improve employee performance. Leaders take actions to understand the process and results of work according to the organization's plan. The level of supervision greatly affects performance during working hours. Suboptimal supervision can allow employees to tend to violate applicable rules. A person or group in achieving their performance, they must be responsible according to the authority in the organization so that work discipline can grow in each employee. Employees are declared to have better performance if their work discipline is also higher. Discipline is a management activity in carrying out operational requirements. Discipline is a training where employees are able to improve and form employee character so that the employee's soul is embedded to work in a team with other employees so that employees can improve their performance.

Hasibuan (2014) explained that good discipline reflects the magnitude of a person's responsibility for the tasks given to him, because this will encourage passion or work spirit, and encourage the realization of organizational or institutional goals, good discipline is self-discipline, because with this discipline most people understand what is expected of them at work, and usually employees are given the trust to carry out their work effectively. According to Rivai and Sagala (2013), work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior and to increase awareness and willingness of a person to obey all the rules and social norms that apply in an organization. Therefore, every organization is expected to have various provisions that must be obeyed and standards that must be met by its members. Discipline is a management action to encourage its members to meet these demands.

There are several studies conducted to see the influence of supervision and work discipline on employee performance. In the research, Harianto and Saputra (2020) stated that work supervision has a significant effect on employee performance, while work discipline has a positive effect on employee performance at PT Centric Powerindo in Batam City. In the study, Ichtiarini (2019) stated that work supervision did not have a significant effect on the performance of BRI Syariah Employees of the Madiun Branch Office. In his research, Ervia Panjaitan (2019) stated that supervision has a positive and significant effect on employee performance, and work discipline has a positive and insignificant effect on the performance of PT. Indonesian Railway (Persero) Divre I North Sumatra. In the study, Siregar (2020) stated that supervision had a negative and insignificant effect on the performance of Ganesha Medan Polytechnic Employees. Meanwhile, in Kumarawati's research. et al. (2016) stated that discipline has a negative but not significant effect on the performance of employees at the Regional Secretariat of Denpasar City.

In addition to the supervision and work discipline that an employee has, in order to achieve quality performance, an employee must have high motivation because motivation is one of the important factors in improving employee performance. Motivation is a factor that motivates a person to do a certain activity, therefore motivation is often interpreted as a driving factor for a person's behavior. Every activity carried out by a person must have a factor that encourages that activity. Therefore, the driving factor of a person to do a certain activity in general is the needs and desires of that person (Gitosudarmo in Sutrisno, 2009). The Sorong City Health Office is one of the government agencies whose role in improving the quality of public health can be seen from the task of the Sorong City Health Office, which is to distribute drugs and medical devices to several health centers and hospitals in Sorong City. In order to achieve this goal, the Sorong City Health Office needs the performance of quality employees. To create quality employee performance, the Sorong City Health Office must implement supervision, work discipline and work motivation for its employees so that employees are encouraged to always work well and obey all regulations that have been set previously.

Based on the pre-research conducted, the researcher got an overview of supervision, work discipline, and work motivation at the Sorong City Health Office is still not good. The researcher's description based on the results of an interview with the Head of the Service on December 10, 2023 said that supervision at the Sorong City

Health Office will be increased to employees, this can be seen from the fact that there are still employees who are less than optimal and indifferent in working as well as work evaluation and assessment of employee work results.

Furthermore, the results of the interview conducted by the author with the Head of the Sorong City Office said that in addition to supervision that will be improved, work discipline will also be improved, this can be seen from the fact that there are still employees who do not come to work on time or arrive late, there are employees who leave during working hours. And there are still employees who do not follow the morning apple or the home apple. In addition, the attendance system for Sorong City Health Office employees still uses a manual system (handwritten absence). In addition to supervision and work discipline, the head of the agency also said that work motivation also needs to be increased at the Sorong City Health Office, this can be seen from the fact that an employee has not been maximized in completing the tasks that have been given, there are employees who are still passive towards the tasks given, and in completing tasks that are not in accordance with the predetermined time.

The problem of employees working in the office, namely the assignment of tasks that are not in accordance with the employee's ability to carry out the work given by the boss with an emphasis on time limits, tends to result in work being hampered in constraints. So that it results in a decrease in employee work performance both in terms of punctuality, work quality and even employees can lose effectiveness in work.

Table 1.1

Results of the Performance Assessment of Employees of the Sorong City Health Office

No	Unsur Yang Dinilai	Tahun		
		2021	2022	2023
1	Meningkatkan Efisiensi dan Efektifitas Pengelahan	77	75	73
2	Meningkatkan persediaan Sarana dan Prasaran	75	73	70
3	Meningkatkan Disiplin dan Kapasitas Sumber Daya Aparatu	75	75	71
4	Meningkatkan Disiplin dan Kapasitas SDM Kesehatan	74	73	71
5	Meningkatkan Capaian Kinerja Kesehatan	73	70	70
Jumlah		324	316	305
Nilai Rata-rata		74.8	73.2	71
Target Standar Kinerja Pegawai		71 (Kurang Baik)		

Source: Sorong City Health Office Data, 2024

Based on table 1.1, it can be seen that the employee performance assessment in the 2024 observation shows that there are five elements of a decline in the last 3 years. These elements are efficiency and effectiveness,

provision of facilities and infrastructure, ASN discipline, Health HR discipline, and health performance achievements.

2 Research Method

The design in this study uses a quantitative research method, which according to (Sugiyono, 2014) is said to be a quantitative method because this method is a scientific method because it has fulfilled scientific principles, namely concrete or empirical, objective, measurable, rational and systematic. This method is also called the discovery method, because with this method it can be found and developed as a new science and technology. This method is called the quantitative method because the research data in the form of numbers and analysis uses stasis and focuses on hypothesis testing. The quantitative approach aims to measure data and apply statistical analysis to analyze the data. Other characteristics of the quantitative approach are the large number of samples and the structured way of collecting data. The tool used in the quantitative approach is a questionnaire that is distributed to a sample of a predetermined population. This type of research uses a quantitative research methodology, namely a methodology based on data from measurement results based on existing research variables. There are two quantitative research formats based on the dominant paradigm in quantitative research methodology, namely the descriptive format and the explanatory format. In this study, quantitative research is used in a descriptive format, which aims to explain, summarize various conditions, various situations or various variables that arise in society that are the object of the research based on what happened. Then lift to the surface the character or an image of the condition, situation, or variable (Bungin, 2009). The location of the research in this study is the Sorong City Health Office. The research was carried out from May to June 2024. In determining the population, it must begin by clearly determining the population that is the target of the research, that is, the so-called target population, namely the population that will be the scope of the research conclusion. So, in a research result, a conclusion is made, then according to research ethics the conclusion only applies to the target population that has been determined. In this study, the target population is all employees of the Sorong City Health Office as many as 113 people. As for the sample, there is no specific limit on how large the sample is taken from the population, because the validity of the sample does not lie in the size or number of samples taken but lies in the characteristics of the sample whether it is close to the population or not. The sample techniques used are the saturated sample technique and the saturated sample technique because the subjects are less than 113 people and all populations are used as research samples (Arikunto, 2013).

3 Result and Discussion

In the validity test, there are three types of tests that are generally acceptable, namely the validity of the content, the validity of the construct and the validity related to the criteria. But in this study, the validity test used is a construct validity test which correlates the score of each statement item with its total score. A statement is said to be valid if there is a strong correlation with the total score. This shows the support of the statement item in revealing something that wants to be revealed. This validity test is performed by comparing the item score with the total score of the statement item. The validity test was carried out in this study using the product moment coefficient correlation technique. If the correlation value is above 0.30, it indicates that the indicator is valid. On the other hand, if the correlation value is below 0.30, it means that the indicator is invalid, and deserves not to be included at the next stage. From the results of the questionnaire data processing through the SPSS version 22 application, it can be known the validity of each statement item of each variable as described below.

Table 4.1
Results of the Validity Test of Supervisory Instruments (X1)

Variabel	Item	Pearson Correlation	Cut ofPoint	Keterangan
Pengawasan (X1)	X1.1	0.896	0.30	Valid
	X1.2	0.744	0.30	Valid
	X1.3	0.896	0.30	Valid
	X1.4	0.744	0.30	Valid
	X1.5	0.896	0.30	Valid

Source : Primary data processed, 2024

Based on table 4.1, it shows that the validity test of all statements on the Surveillance variable (X1) used in the research instrument or questionnaire shows that the correlation value in the Total Pearson Correlation column is above 0.30, which means that every statement item used in the Surveillance variable questionnaire (X1) is valid and can continue the research.

Table 4.2
Results of the Validity Test of Work Discipline Instruments (X2)

Variabel	Item	Pearson Correlation	Cut ofPoint	Keterangan
Disiplin Kerja (X2)	X2.1	0.933	0.30	Valid
	X2.2	0.751	0.30	Valid
	X2.3	0.933	0.30	Valid
	X2.4	0.751	0.30	Valid
	X2.5	0.933	0.30	Valid
	X2.6	0.940	0.30	Valid

Source : Primary data processed, 2024

Based on table 4.2, it shows that the validity test of all statements on the Work Discipline variable (X2) used in the research instrument or questionnaire shows that the correlation value in the Total Pearson Correlation column is above 0.30, which means that every statement item used in the Work Discipline variable questionnaire (X2) is valid and can continue the research.

Table 4.3
Results of the Validity Test of Work Motivation Instruments (Y)

Variabel	Item	Pearson Correlation	Cut ofPoint	Keterangan
Motivasi Kerja (Y)	Y.1	0.868	0.30	Valid
	Y.2	0.869	0.30	Valid
	Y.3	0.839	0.30	Valid
	Y.4	0.869	0.30	Valid

Source : Primary data processed, 2024

Based on table 4.3, it shows that the validity test of all statements on the Work Motivation (Y) variable used in the research instrument or questionnaire shows that the correlation value in the Total Pearson

Correlation column is above 0.30, which means that each statement item used in the Work Motivation (Y) variable questionnaire is valid and can continue the research.

Table 4.4
Results of the Validity Test of Employee Performance Instruments (Z)

Variabel	Item	Pearson Correlation	Cut ofPoint	Keterangan
Kinerja Pegawai (Z)	Z.1	0.891	0.30	Valid
	Z.2	0.768	0.30	Valid
	Z.3	0.900	0.30	Valid

Source : Primary data processed, 2024

Based on table 4.4, it shows that the validity of all statements on the Employee Performance (Z) variable used in the research instrument or questionnaire shows that the correlation value in the Total Pearson Correlation column is above 0.30, which means that each statement item used in the Employee Performance (Z) variable questionnaire is valid and can continue the research.

The Effect of Supervision on Work Motivation at the Sorong City Health Office

Based on the results of the study, it was found that the value of the path coefficient was 0.952 with a significance level of 0.000 which means that it had a positive and significant effect ($\text{Sig} < 0.05$) or the $t_{\text{table}} > t_{\text{cal}}$ value ($32.637 > 1.981$). Thus, it is said that the Supervision variable (X1) has a positive and significant effect on Work Motivation (Y). The magnitude of the influence of the X1 variable on Y can be seen in the unstandardized coefficients beta value of 0.770 which means that every increase in one point of Supervision (X1) will be able to increase Work Motivation (Y) by 0.952 points.

Furthermore, the R-Square determination value (R^2) shows a figure of 0.952 or 95.2%. This shows that the influence of the Supervision variable (X1) on the Work Motivation variable is 95.2%.

The findings show that stricter supervision can increase work motivation. According to Akila (2015), it shows that there is a significant influence between the supervisory variable on the CV work motivation variable. Syailendra Jaya Palembang. This means that the higher the supervision score, the higher the work motivation. This means that if supervision is high, the employee's work motivation will increase.

According to Kadarisman in Jufrizen (2016) "supervision is an uninterrupted process to maintain the implementation of duties, functions and authorities not deviating from the rules that have been set in order to achieve organizational goals". According to Samsudin (2015), "motivation is the process of influencing or encouraging from the outside to a person or a group of work so that they want to carry out something that has been determined".

Supervision that is carried out wisely can be a driver of work motivation, helping employees feel valued, directed, and motivated. Conversely, improper supervision can hinder motivation, decrease productivity, and create dissatisfaction in the workplace. Therefore, it is important for managers or supervisors to understand the balance between supervision and a motivational approach.

The results of the research conducted at the Sorong City Health Office show that there is a positive and significant influence of Supervision on Work Motivation at the Sorong City Health Office. Which means that the Head of the Sorong City Health Office in determining the size of the implementation of employees carrying out their duties has been carried out in

accordance with the plans, rules, or targets that have been set previously. So as to provide an increase in work motivation to employees at work.

The Effect of Work Discipline on Work Motivation at the Sorong City Health Office

Based on the results of the study, it was found that the value of the path coefficient was 0.979 with a significance level of 0.000 which means that it had a positive and significant effect ($\text{Sig} < 0.05$) or the $t\text{-table} > t\text{-count}$ value ($50.113 > 1.981$). Thus, it is said that the variable of Work Discipline has a positive and significant effect on Work Motivation. The magnitude of the influence of the X2 variable on Y can be seen in the unstandardized coefficients beta value of 0.647 which means that every increase in Work Discipline (X2) points will be able to increase Work Motivation (Y) by 0.979 points.

The findings in this study reveal that one of the indicators that is very influential on the variables of work discipline on employee performance at the Sorong City Health Office is the punctuality of coming to the workplace where employees come on time to the office, it will have a positive and significant influence. Punctuality is an important part of a good work culture and individual professionalism. By getting used to coming on time, employees not only support the smooth operation of the agency but also build a positive personal reputation.

Similarly, the indicator of carrying out work tasks until completion at the Sorong City Health Office where employees work until the completion of the work so that it has a stronger influence on Work Motivation. Which means carrying out tasks until they are completed is a form of responsibility, dedication, and professionalism in work. This attitude shows a commitment to delivering the best results and building trust in the workplace.

This research is in line with research conducted by (Irsandi, Syamsul Alam, and Mukhtar Hamzah, 2023) where work discipline shows positive and significant results on work motivation.

According to Rivai (2019), work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to obey all organizational regulations and applicable social norms.

So that it strengthens the research conducted at the Sorong Health Office which shows the results of the study that the work discipline variable has a positive and significant effect on work motivation at the Sorong City Health Office. Where work discipline that is applied consistently and fairly can be the foundation to increase employee work motivation. By creating an orderly, transparent, and supportive work discipline, employees will be more encouraged to work with high enthusiasm, productivity, and loyalty.

When an employee works in an orderly and disciplined environment, they tend to feel safer, more organized, and satisfied with their work. This condition triggers intrinsic motivation to continue to work well.

Work discipline helps build trust between employees and leaders. When employees are consistent in following the rules and demonstrating integrity, they are more likely to receive moral and material support from the agency, which increases their motivation.

Discipline ensures the fair application of rules. When employees feel that their work environment is transparent and rules are applied without discrimination, the motivation to work better tends to increase.

And in a structured discipline system, employees understand that good work behavior will be rewarded, while violations can result in sanctions. This awareness spurs motivation to obey the rules and improve performance.

The Effect of Supervision on Employee Performance at the Sorong City Health Office

Based on the results of the study, the value of the path coefficient is 0.451 with a significance level of 0.000 which means that it has a positive and significant effect ($\text{Sig} > 0.05$) or the $t_{\text{table}} > t_{\text{cal}}$ value ($4.343 > 1.981$). Thus, it is said that the Supervision variable has a positive and significant effect on Employee Performance. The magnitude of the influence of the X1 variable on Z can be seen in the standardized coefficients B value of 0.358 which means that every increase in one point of Supervision is able to increase Employee Performance by 0.451 points.

The findings of the research at the Sorong City Health Office are to determine the size of the implementation where the leadership supervises the behavior of employees in morale and work discipline with an average of 3.99, meaning that with the supervision of the employee leadership is able to work with enthusiasm and discipline so that it can have a positive and significant influence.

Supervision helps ensure that employees carry out their duties in accordance with the standards that have been set. When employees are aware that their work is being supervised, they tend to be more disciplined and strive to achieve optimal results. With structured supervision, problems in task execution can be identified early, allowing for improvements before performance is disrupted. Supervision of the process of monitoring, evaluation, and control of work activities to ensure that duties and responsibilities are carried out in accordance with the standards, plans, or targets that have been set. Supervision can be carried out directly (observation) or indirectly (through reports and monitoring systems).

Furthermore, the leadership gives instructions and inspects every work done by employees with an average score of 3.62 which means that by examining the work results of employees can make the leader's assessment of the results of the work, with this of course strengthening the performance of employees at the Sorong City Health Office. Which means that supervision allows giving feedback to employees regarding the strengths or shortcomings in their work. Constructive feedback can encourage improvement and increase work motivation. Supervision creates a sense of responsibility among employees. They feel that their work is valued and cared for, which ultimately increases accountability and quality of work.

Thus, in the Sorong City Health Office, there is a positive and significant influence between supervisory variables on employee performance at the Sorong City Health Office. Which means that supervision has a significant influence on employee performance. With effective supervision, employees can work more purposefully, be motivated, and achieve higher work targets. However, supervision must be carried out with a balanced approach that is firm enough to ensure compliance but not too strict to limit the creativity and autonomy of employees.

The Effect of Work Discipline on Employee Performance at the Sorong City Health Office

Based on the results of the study, it was found that the value of the path coefficient was 0.598 with a significance level of 0.000 which means that it had a positive and significant effect ($\text{Sig} > 0.05$) or the $t_{\text{table}} > t_{\text{cal}}$ value ($2.011 > 1.981$). Thus, it is said that the Work

Discipline variable has a positive and significant effect on Employee Performance. The magnitude of the influence of the X2 variable on Z can be seen in the standardized coefficients B value of 0.296 which means that every increase in Work Discipline points is able to increase Employee Performance (Z) by 0.296 points.

The findings of the research at the Sorong City Health Office are one of the indicators of the accuracy of work hours, where employees go home according to the punctuality of office hours with an average value of 3.62, meaning that employee time must be regulated in accordance with office hour regulations can have a positive and significant influence on employee performance. When employees have a high level of discipline, they are more likely to adhere to work standards and procedures. This ensures that tasks are performed appropriately and efficiently, resulting in better performance.

Disciplined employees tend to have a high sense of responsibility for their duties and work results. With strong responsibility, employees will strive more to achieve work targets according to expectations. One form of discipline is good time management. Employees who are disciplined in using their time will be more productive, complete tasks faster, and reduce delays, which has a positive impact on performance.

This is in line with research conducted by (Ningrum Humairoh, 2019) showing that the results of research on work discipline variables have a positive and significant effect on employee performance. Furthermore, research conducted by (Moh Zein and Lina Mahardian, 2022) shows the results of research on work discipline variables on employee performance.

The results of the research carried out at the Sorong City Health Office show that work discipline variables can have a positive and significant effect on employee performance at the Sorong City Health Office. Where good work discipline allows employees to work more structured, efficient, and responsible, which ultimately improves overall performance. So that the facilities and work system support, disciplined employees will more easily improve performance.

The Effect of Work Motivation on Employee Performance at the Sorong City Health Office

Based on the results of the study, it was found that the value of the path coefficient was 0.369 with a significance level of 0.000 which means that it had a positive and significant effect ($\text{Sig} > 0.05$) or the $t_{\text{table}} > t_{\text{cal}}$ value ($2.431 > 1.981$). Thus, it is said that the Work Motivation variable has a positive and significant effect on Employee Performance. The magnitude of the influence of the Y variable on Z can be seen in the standardized coefficients B value of 0.248 which means that every increase in one point of Work Motivation is able to increase Employee Performance by 0.368 points.

This research is in line with research conducted by (Pahrizal & Puji Handayati, 2022) which shows that work motivation variables have a positive and significant effect on employee performance. Research conducted by (Armansyah Lubis, 2018) shows that work motivation has a positive and significant effect on employee performance with a contribution of 82.2%.

Work motivation is an internal and external impulse that influences a person to act or work with a certain passion, purpose, and dedication. Motivation can come from within the individual (intrinsic motivation) such as job satisfaction, or from external factors (extrinsic motivation) such as awards, bonuses, or recognition. Employee performance is the result or achievement of an individual's work in carrying out their duties and responsibilities, which is measured based on criteria such as efficiency, effectiveness, quality, and quantity of work.

Work motivation is an important factor that affects employee performance. Motivated employees tend to have higher dedication in completing their tasks, resulting in better performance.

The findings in this study reveal that one of the indicators that is very influential on the variables of work discipline on employee performance at the Sorong City Health Office is the need for affiliation where employees have a goal with colleagues to advance the institution with an average score of 3.99 which means that employees collaborate with colleagues with the goal of the institution can develop and advance so that it has a positive and significant influence on employee performance at the Sorong City Health Office.

Employees with high affiliation needs tend to be more comfortable working in groups and establishing harmonious relationships. They are more willing to collaborate and work together, which increases productivity and efficiency in the team. The need for affiliation can improve performance when employees feel socially supported by colleagues and leaders. Good interpersonal relationships provide a sense of security and increase morale, which has an impact on performance. And when these needs are met, employees tend to perform better through collaboration, loyalty, and social support. Organizations that want to improve employee performance.

The results of the research conducted at the Sorong City Health Office showed that there was a positive and significant influence between work motivation variables on performance at the Sorong City Health Office. Where high motivation encourages employees to work more effectively, efficiently, and creatively, resulting in better performance. Therefore, organizations need to focus on strategies that can increase work motivation, such as providing rewards, creating a conducive work environment, and providing opportunities for self-development.

The Effect of Supervision on Employee Performance Through Work Motivation at the Sorong City Health Office

Based on the results of the study, it was found that the value of the path coefficient was 0.429 with a significance level of 0.000 which means that it had a positive and significant effect ($\text{Sig} > 0.05$) or the $t_{\text{table}} > t_{\text{count}}$ value ($6.500 > 1.981$). Thus, it is said that there is an influence of the mediation of the $X1 \diamond Z$ variable through Y , meaning that Supervision has a significant effect on Employee Performance through Work Motivation.

According to Admosudirjo in Feriyanto and Triana in Jufrizen (2016), supervision is a whole rather than an activity that compares or measures what is being or has been implemented with criteria, norms, standards, or plans that have been set previously.

The findings of the research at the Sorong City Health Office based on indicators are to determine the size of employees who come to the office on time with an average score of 3.99 which means that the timeliness of employees' work can have a positive and significant influence on employee performance.

Hasibuan (2015) explained that performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time.

Through motivation is a condition or circumstance that is intended to influence or encourage a person to do something or action with the aim of fulfilling the needs of life as desired. With motivation in a person, it will be easy to direct and move the person to do something as desired to achieve the desired goal.

This result gives an idea that supervision can result in an improvement in employee performance through work motivation. However, keep in mind that these results only apply if other factors that affect employee performance are considered constant. Thus, this study provides a solid basis for staffing as the first step towards employee performance in the context of work motivation.

Previous research shows that there is a positive and significant influence between supervision of work motivation and employee performance at the Sorong City Health Office. Where the leadership takes steps to correct irregularities, misappropriation and waste in employees. and Furthermore, the leadership gives a reprimand to employees who are not present without reason. Supervision creates a sense of responsibility among employees. They feel that their work is valued and cared for, which ultimately increases accountability and quality of work.

This study strengthens that one of the factors that can mediate the improvement of employee performance with supervision is through work motivation, where previously the results of the study showed that there was a significant influence between supervision on employee performance, mediated by work motivation variables, a positive and significant influence was found on employee performance at the Sorong City Health Office.

The Effect of Work Discipline on Employee Performance Through Work Motivation at the Sorong City Health Office

Based on the results of the study, it was found that the value of the path coefficient was 0.585 with a significance level of 0.000 which means that it had a positive and significant effect ($\text{Sig} > 0.05$) or the $t\text{-table} > t_{\text{cal}}$ value ($6.564 > 1.981$). Thus, it is said that there is an influence of the mediation of the $X_2 \diamond Z$ variable through Y , meaning that Work Discipline has a significant effect on Employee Performance through Work Motivation.

Work discipline is defined as a person's attitude of obedience to a rule or provision that applies in an organization, namely joining in the organization on the basis of awareness and conversion, not because of the element of coercion. For an organization, enforcing a work discipline is very important. Because with the enforcement of work discipline in an organization, it will ensure order and smoothness in the implementation of tasks, so that the organization can obtain optimal results.

The findings of the research at the Sorong City Health Office based on indicators are compliance with applicable regulations where employees comply with the applicable rules in the office can have a positive and significant influence on employee performance at the Sorong City Health Office.

Through work motivation is the process of influencing or encouraging from the outside a person or a group of workers so that they want to carry out something set (Samsuddin, 2015).

Previous research found that work discipline has a positive and significant effect on work motivation and employee performance. Where work discipline that is applied consistently and fairly can be the foundation to increase employee work motivation. By creating an orderly, transparent, and supportive work discipline, employees will be more encouraged to work with high enthusiasm, productivity, and loyalty. Disciplined employees tend to have a high sense of responsibility for their duties and work results. With strong responsibility, employees will strive more to achieve work targets according to expectations. One form of discipline is good time management. Employees who are disciplined in using their time will be

more productive, complete tasks faster, and reduce delays, which has a positive impact on performance.

This study strengthens that one of the factors that can mediate the improvement of employee performance with work discipline is through work motivation, where previously the results of the study showed that there was a significant influence between work discipline on employee performance, mediated by work motivation variables, a positive and significant influence was found on employee performance at the Sorong City Health Office.

4. Conclusions

Based on the results of hypothesis testing and discussion, conclusions were drawn to answer the following research objectives. Supervision has a positive and significant effect on work motivation at the Sorong City Health Office, Work discipline has a positive and significant effect on work motivation at the Sorong City Health Office, Supervision has a positive and significant effect on employee performance at the Sorong City Health Office, Work discipline has a positive and significant effect on employee performance at the Sorong City Health Office, Work motivation has a positive and significant effect on employee performance at the Sorong City Health Office, Supervision has a positive and significant effect on employee performance through work motivation at the Sorong City Health Office and Work discipline has a positive and significant effect on employee performance through work motivation at the Sorong City Health Office.

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