



## Analysis of Work Supervision, Work Motivation and Work Environment on Work Discipline of Employees at the Binjai Barat District Office

Fani Anggriani<sup>1\*</sup>, Wilchan Robain<sup>2</sup>, Kholilul Kholik<sup>3</sup>

Management Study Program, Panca Budi Development University

**Corresponding Author:** Fani Anggriani [fanianggaraini357@gmail.com](mailto:fanianggaraini357@gmail.com)

---

### ARTICLE INFO

*Keywords:* Work Supervision, Work Motivation, Work Environment, Work Discipline

*Received :* 21 December

*Revised :* 23 January

*Accepted:* 23 February

©2025 Anggriani, Robain, Kholik:

This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study aims to analyze the impact of Work Supervision, Work Motivation, and Work Environment on the Work Discipline of employees at the West Binjai District Office. Utilizing a quantitative approach with an associative method, the research involved 30 employees as respondents. Data were collected through a questionnaire designed to measure the relevant research variables. The gathered information was processed using SPSS version 25 statistical software. Multiple linear regression analysis was applied to evaluate both the simultaneous and partial effects of work supervision, work motivation, and work environment on employee work discipline. The results of the study indicate that both simultaneously and partially, work supervision, work motivation, and work environment have a positive and significant impact on work discipline. Effective supervision helps employees comply with established regulations, while strong motivation enhances their commitment to responsibilities. Furthermore, a conducive work environment plays a crucial role in improving overall employee performance

## INTRODUCTION

Human resources (HR) are individuals who work in both government and private institutions, covering various aspects of employee management, such as recruitment, training, development, performance appraisal, and employee welfare. The main objective of HR management is to maximize employee potential and productivity, in order to create a healthy and supportive work environment. HR is the most important asset in an organization, because humans are the only resource that can drive other resources.

The sub-district office functions as an administrative office located in a sub-district and is responsible for the welfare of the surrounding community. This office is also often a means to fulfill the administrative needs of the community, such as making certificates, identity cards, family cards, and administration of new residents or those who have moved. Success in carrying out these administrative tasks is highly dependent on the quality of the human resources in it, especially in terms of work discipline.

According to Hasibuan (2018), work discipline is a person's awareness and willingness to obey company regulations and applicable social norms. Work discipline includes employee attitudes and behaviors that are in accordance with the standards set by the company. Furthermore, Hasibuan (2018) outlines several indicators of work discipline, namely attendance at work, adherence to regulations, compliance with work standards, a high level of alertness, and ethical behavior in the workplace. The results of the pre-survey showed that work discipline problems at the West Binjai District Office were still significant. As many as 66.67% of employees arrived late, 60% went home late, 20% did not utilize their working time properly, and 53.33% did not follow the applicable standard provisions. This indicates problems in discipline, such as unexplained lateness and lack of compliance with work procedures.

In addition to work discipline, supervision is an important factor in ensuring that employees carry out their duties optimally. Effective supervision can improve employee compliance with regulations and improve organizational performance. According to Handoko (2016), supervision (controlling) is the process of finding and implementing methods and tools to ensure that plans are implemented as determined. Supervision can have positive or negative impacts. Positive supervision aims to ensure that organizational goals are achieved efficiently and effectively, while negative supervision functions to prevent unwanted activities. According to Handoko (2016), work supervision indicators include accuracy, timeliness, objectivity, and comprehensive and focused supervision at points of supervision strategy. However, the results of a pre-survey at the West Binjai District Office showed that employee supervision was not optimal. As many as 80% of employees were not supervised while working, 66.67% were not given deadlines, 26.67% rarely gave relevant opinions, and 60% of supervision did not run according to strategy. This shows that supervision in the office needs to be improved, especially in terms of leadership involvement and the effectiveness of the strategies implemented.

Work motivation also plays an important role in improving employee work discipline. Mangkunegara (2018) describes motivation as a driving force or

energy that directs employees toward achieving organizational goals. The indicators of motivation, as outlined by Mangkunegara (2018), include the need for achievement, the need for affiliation, and the need for power. The results of a pre-survey at the West Binjai District Office showed that employee work motivation was still low. As many as 80% of employees were not motivated to meet housing needs, 33.33% did not have good relationships with coworkers, 60% did not try to be good individuals for others, and 86.67% felt dissatisfied because of inappropriate compensation. This indicates low work motivation and a lack of encouragement to behave positively in the work environment.

The work environment is an important factor that influences employee experience and productivity. Sutrisno (2018) explains that the work environment plays a crucial role in supporting employee activities. The key indicators of the work environment, according to Sutrisno (2018), consist of the workplace atmosphere, relationships with colleagues, and the availability of work facilities. The results of a pre-survey at the West Binjai District Office showed problems in the work environment. As many as 13.33% of employees felt that air circulation was uncomfortable, 66.67% complained about poor lighting, 60% had poor relationships with coworkers, and 73.33% did not help each other with difficult work. This shows that the physical condition of the office is less than optimal and relationships between employees need to be improved.

Based on the background above, the researcher is interested in conducting research with the title "Analysis of Work Supervision, Work Motivation, and Work Environment on Work Discipline of Employees at the West Binjai District Office".

## **LITERATURE REVIEW**

### **Work Discipline**

Hasibuan (2018) defines work discipline as an individual's awareness and willingness to comply with all established company regulations and prevailing social norms. Meanwhile, Sutrisno (2018) states that several factors influence work discipline, including the work environment, work motivation, compensation, exemplary leadership within the company, clear regulations as a reference, the leader's decisiveness in enforcing rules, supervisory measures, attention to employees, and the formation of habits that promote discipline. Furthermore, Hasibuan (2018) outlines several indicators of work discipline, namely attendance at work, adherence to regulations, compliance with work standards, a high level of alertness, and ethical behavior in the workplace.

### **Work Supervision**

According to Handoko (2016) Supervision (controlling) is the process of finding and implementing ways and tools to ensure that plans are implemented as determined. Supervision indicators according to Handoko (2016) are accurate, timely, objective and comprehensive and focused on strategic supervision points.

### **Work Motivation**

Mangkunegara (2018) describes motivation as a driving force or energy that directs employees toward achieving organizational goals. The indicators of motivation, as outlined by Mangkunegara (2018), include the need for achievement, the need for affiliation, and the need for power.

## Work Environment

Sutrisno (2018) explains that the work environment plays a crucial role in supporting employee activities. The key indicators of the work environment, according to Sutrisno (2018), consist of the workplace atmosphere, relationships with colleagues, and the availability of work facilities.

## METHODOLOGY

This research employs a quantitative approach with an associative design, which, as stated by Sugiyono (2018), aims to examine the relationship and influence among variables. The independent variables in this study consist of work supervision, work motivation, and work environment, while the dependent variable is work discipline. The study involves 30 employees from the West Binjai District, using a saturated sampling technique, meaning that the entire population is taken as the sample. Data collection is conducted through questionnaires and analyzed using SPSS version 25. The analysis technique applied is multiple linear regression, as it includes more than one independent variable. Prior to hypothesis testing, a classical assumption test is performed to ensure the validity of the model. Hypothesis testing involves the F test, t test, and coefficient of determination ( $R^2$ ) to evaluate the influence and contribution of independent variables on the dependent variable, both simultaneously and partially.

## RESULT AND DISCUSSION

### General Description of the Research Object

Binjai Barat District is one of five districts in Binjai City. Historically, Binjai Barat District began with the inauguration of the District Coordinator in 1981 in Binjai City, consisting of the West Binjai Coordinator, South Binjai Coordinator, and Binjai City Coordinator.

The inauguration of the Sub-district Coordinator was the forerunner to the formation of sub-districts in the Binjai City area, which at that time did not have an administrative division of sub-districts. At that time, Binjai City had 19 sub-districts. In line with the mandate of Law No. 5 of 1974 concerning Regional Government and Law No. 5 of 1979 concerning Village Government, the West Binjai Sub-district Coordinator was inaugurated as a sub-district that oversees six sub-districts, namely Bandar Senembah Sub-district, Limau Mungkur Sub-district, Limau Sundai Sub-district, Payaroba Sub-district, Sukaramai Sub-district, and Suka Maju Sub-district.

This research was conducted in Binjai Barat District using a questionnaire distribution method to 30 district employees as research samples. Questionnaire data processing includes several variables, namely Work Supervision (X1) with 8 statements, Work Motivation (X2) with 6 statements, Work Environment (X3) with 6 statements, and Work Discipline (Y) with 10 statements. The questionnaire was arranged in a Likert scale format in the form of a checklist table. The data obtained were then tested for validity to ensure that the research instrument could measure the variables studied accurately. Validity testing was carried out by correlating the scores of each statement item with the total individual score. Data processing and

analysis in this study were carried out using SPSS Version 25, with validity testing limited to 30 respondents.

**1. Data Quality Test**

**a. Validity Test**

Tabel 4.1 Validity Test

| Variables             | Statement Items | Corrected Item Correlation | r-mean |
|-----------------------|-----------------|----------------------------|--------|
| Work Supervision (X1) | X1.1            | 0.415                      | 0.30   |
|                       | X1.2            | 0.333                      |        |
|                       | X1.3            | 0.502                      |        |
|                       | X1.4            | 0.367                      |        |
|                       | X1.5            | 0.492                      |        |
|                       | X1.6            | 0.356                      |        |
|                       | X1.7            | 0.359                      |        |
|                       | X1.8            | 0.496                      |        |
| Work Motivation (X2)  | X2.1            | 0.345                      | 0.30   |
|                       | X2.2            | 0.521                      |        |
|                       | X2.3            | 0.390                      |        |
|                       | X2.4            | 0.424                      |        |
|                       | X2.5            | 0.422                      |        |
|                       | X2.6            | 0.540                      |        |
| Work Environment (X3) | X3.1            | 0.334                      | 0.30   |
|                       | X3.2            | 0.585                      |        |
|                       | X3.3            | 0.389                      |        |
|                       | X3.4            | 0.337                      |        |
|                       | X3.5            | 0.422                      |        |
|                       | X3.6            | 0.442                      |        |
| Work Discipline (Y).  | Y1              | 0.503                      | 0.30   |
|                       | Y2              | 0.392                      |        |
|                       | Y3              | 0.417                      |        |
|                       | Y4              | 0.426                      |        |
|                       | Y5              | 0.546                      |        |
|                       | Y6              | 0.396                      |        |
|                       | Y7              | 0.502                      |        |
|                       | Y8              | 0.347                      |        |
|                       | Y9              | 0.527                      |        |
|                       | Y10             | 0.386                      |        |

Source: SPSS Processed Data (2025)

The validity test results indicate that the correlation values for all question items within the variable exceed 0.30. Therefore, all questionnaire items are considered valid and suitable for use as a measurement instrument in the study.

**b. Reliability Test**

Tabel 4.2 Reliability Test

| Variables             | Cronbach's Alpha | N of Items |
|-----------------------|------------------|------------|
| Work Supervision (X1) | 0.615            | 8          |
| Work Motivation (X2)  | 0.625            | 6          |
| Work Environment (X3) | 0.899            | 6          |
| Work Discipline (Y)   | 0.651            | 10         |

Source: SPSS Processed Data (2025)

Based on Table 4.2, the Cronbach's Alpha value for each variable in this study is above 0.60. This indicates that the questionnaire used has met the reliability standards, so it can be used for further research.

## 2. Classical Assumption Test

### a. Normality Test Histogram Test

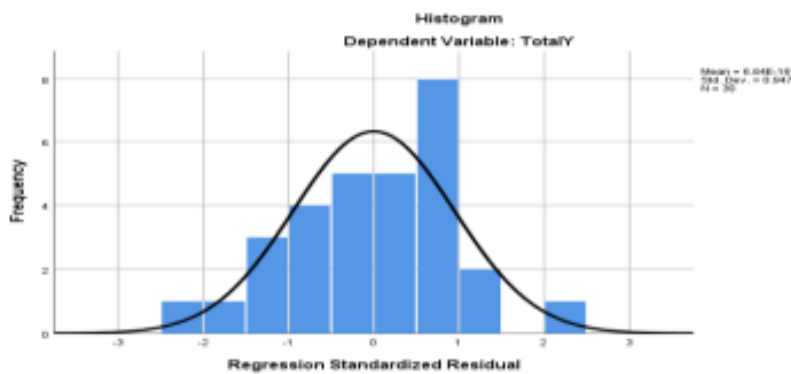


Figure 4.1 Histogram Test

Soure: SPSS Processed Data (2025)

This figure shows the standard regression residual distribution for the dependent variable "Total Y". The residuals appear to be close to a normal distribution, with a mean close to zero and a standard deviation of approximately 0.947. Overall, these results indicate that the assumption of normality of the residuals in the regression analysis is likely met. However, for further validation, additional analysis can be performed, such as statistical tests of normality using the Kolmogorov-Smirnov or Shapiro-Wilk tests.

### P Plot Test

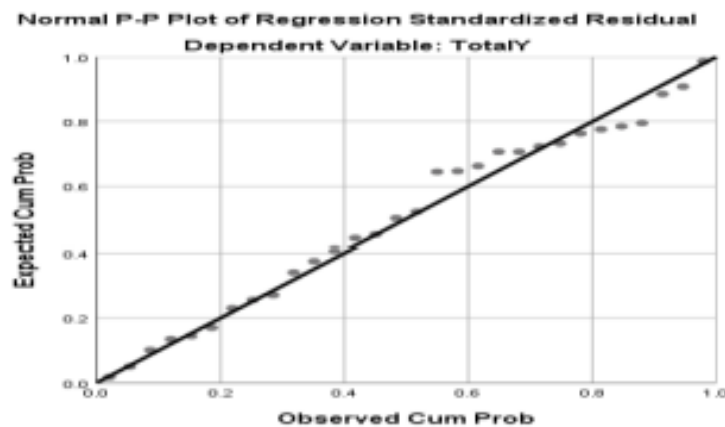


Figure 4.2 P Plot Test

Source: SPSS Processed Data (2025)

In the image above, the Normal PP Plot Regression Standardized Residual section shows that the data points tend to follow the diagonal line. This indicates that the data in this study has a distribution that is close to normal. Thus, the regression model used can be said to meet the assumption of normality.

**Kolmogorov-Sminov test**

Tabel 4.3 Kolmogorov-Sminov Test

| One-Sample Kolmogorov-Smirnov Test                 |                |                         |
|--|----------------|-------------------------|
|  |                | Unstandardized Residual |
| N  |                | 30                      |
| Normal Parameters <sup>a,b</sup>                   | Mean           | .0000000                |
|  | Std. Deviation | 1.20472176              |
| Most Extreme Differences                           | Absolute       | .119                    |
|  | Positive       | .091                    |
|  | Negative       | -.119                   |
| Test Statistics                                    |                | .119                    |
| Asymp. Sig. (2-tailed)                             |                | .200 <sup>c,d</sup>     |
| a. Test distribution is Normal.                    |                |                         |
| b. Calculated from data.                           |                |                         |
| c. Lilliefors Significance Correction.             |                |                         |
| d. This is a lower bound of the true significance. |                |                         |

Source: SPSS Processed Data (2025)

The test results indicate an Asymp. Sig. (2-tailed) value of 0.200. Since this value exceeds the significance threshold of 0.05 ( $0.200 > 0.05$ ), it can be inferred that the research data follows a normal distribution.

**a. Multicollinearity Test**

Tabel 4.4 Multicollinearity Test

| Coefficients <sup>a</sup> |                             |            |                           |       |      |                         |       |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|                           | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1 (Constant)              | -7,878                      | 6,545      |                           | 1,204 | .240 |                         |       |
| Total Work Supervision    | .528                        | .149       | .446                      | 3,549 | .001 | .904                    | 1,106 |
| Total Work Motivation     | .686                        | .225       | .375                      | 3,046 | .005 | .942                    | 1,062 |
| Total Work Environment    | .625                        | .227       | .338                      | 2,751 | .011 | .944                    | 1,059 |

a. Dependent Variable: Total Work Discipline

Source: SPSS Processed Data (2025)

Work Supervision 0.904, work motivation 0.942, and work environment 0.944, all of which indicate that the tolerance value is  $> 0.1$ , as seen from the Coefficient table above. Work Supervision is 1.106, Work Motivation is 1.062, and Work Environment is 1.059, which means the Variance Inflation Factor (VIF) value  $< 10$ . So it can be concluded that there is no multicollinearity in this study.

**b. Heteroscedasticity Test**

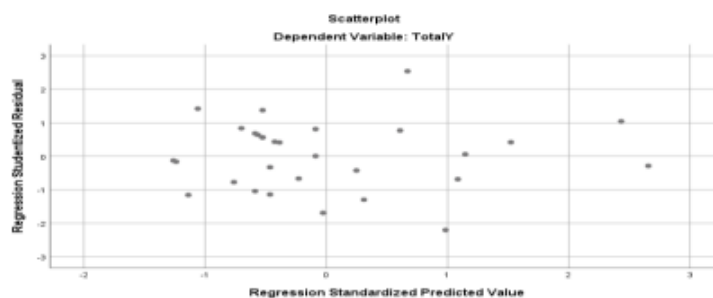


Figure 4.3 Heteroscedasticity Test  
Source: SPSS Processed Data (2025)

Based on the image above, the results of the scatterplot analysis show that the data distribution does not form a clear pattern and is randomly distributed around the Y-axis value of 0, both above and below it. Thus, it can be concluded that in this study there is no problem of heteroscedasticity.

### 3. Multiple Linear Regression Analysis

Tabel 4.5 Multiple Linear Regression Analysis

| Coefficients <sup>a</sup> |                        |                             |            |                           |        |      |                         |       |
|---------------------------|------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| Model                     |                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|                           |                        | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1                         | (Constant)             | -7,878                      | 6,545      |                           | -1.204 | .240 |                         |       |
|                           | Total Work Supervision | .528                        | .149       | .446                      | 3,549  | .001 | .904                    | 1.106 |
|                           | Total Work Motivation  | .686                        | .225       | .375                      | 3,046  | .005 | .942                    | 1,062 |
|                           | Total Work Environment | .625                        | .227       | .338                      | 2,751  | .011 | .944                    | 1,059 |

a. Dependent Variable: Total Work Discipline

Source: SPSS Processed Data (2025)

The coefficient values of the independent variables (work supervision, work motivation, and work environment on work discipline) are presented based on Table 4.11 above. According to the table, the resulting regression equation is as follows:

$$Y = (-7.878) + 0.528 X1 + 0.686 X2 + 0.625 X3 + e$$

#### The Explanation Regarding this Regression Equation is as Follows:

If work supervision, work motivation, and work environment remain constant or unchanged, the constant value of -7.878 indicates that work discipline is also -7.878. If the constant value falls within the range of +1 to -1, it can be concluded that variables X1, X2, and X3 contribute to variable Y.

The work supervision coefficient of 0.528 indicates that every increase in work supervision will improve employee work discipline by 0.528. Since the coefficient value is not equal to zero, it can be concluded that variable X1 influences variable Y.

The work motivation coefficient of 0.686 shows that each increase in work motivation will enhance employee work discipline by 0.686. A coefficient value that is not zero indicates that variable X2 has an effect on variable Y.

The work environment coefficient of 0.625 indicates that every improvement in the work environment will increase employee work discipline by 0.625. Since the coefficient value is not zero, it can be concluded that variable X3 influences variable Y.

### 4. Hypothesis Testing

#### a. Simultaneous Test (F Test)

#### b.

Tabel 4.6 Simultaneous Test (F Test)

| ANOVA |            |                |    |             |        |                   |
|-------|------------|----------------|----|-------------|--------|-------------------|
| Model |            | Sum of Squares | Df | Mean Square | F      | Sig.              |
| 1     | Regression | 71,377         | 3  | 23,792      | 14,697 | .000 <sup>b</sup> |
|       | Residual   | 42,089         | 26 | 1,619       |        |                   |
|       | Total      | 113,467        | 29 |             |        |                   |

a. Dependent Variable: Total Work Discipline

b. Predictors: (Constant), Total Work Environment, Total Work Motivation, Total Work Supervision

Source: SPSS Processed Data (2025)

Based on the interpretation of the F-test results, with the F-table value determined at  $nk-1 = 30-3-1 = 26$ , the calculated F-table value is 2.975. As shown in the table, the obtained significance value is 0.000. Since this value is below the 0.05 threshold and the F-count of 14.697 exceeds the F-table value of 2.975, the null hypothesis ( $H_0$ ) is rejected, while the alternative hypothesis ( $H_4$ ) is accepted. This confirms that Work Supervision, Work Motivation, and Work Environment collectively influence Work Discipline.

**c. Partial Test (t-Test)**

Tabel 4.7 Partial Test (t-Test)

| Coefficients <sup>a</sup> |                        |                             |            |                           |        |      |                         |       |
|---------------------------|------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| Model                     |                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|                           |                        | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1                         | (Constant)             | -7,878                      | 6,545      |                           | -1,204 | ,240 |                         |       |
|                           | Total Work Supervision | ,528                        | ,149       | ,446                      | 3,549  | ,001 | ,904                    | 1,106 |
|                           | Total Work Motivation  | ,686                        | ,225       | ,375                      | 3,046  | ,005 | ,942                    | 1,062 |
|                           | Total Work Environment | ,625                        | ,227       | ,338                      | 2,751  | ,011 | ,944                    | 1,059 |

a. Dependent Variable: Total Work Discipline

Source: SPSS Processed Data (2025)

Based on the table above, the partial hypothesis test demonstrates the significance of each variable's influence on work discipline. The t-table value is determined using degrees of freedom ( $df = n - k - 1$ ). With  $n = 30$  and  $k = 3$ ,  $df = 26$  is obtained. The t-table value at  $df = 26$  with  $\alpha = 0.05$  is 2.05553. The analysis results are as follows:

**1. Testing the Effect of Work Supervision on Work Discipline**

Work motivation has a notable influence on work discipline, as indicated by a significance value of 0.005, which is below the 0.05 threshold ( $0.005 < 0.05$ ). The t-count of 3.046 surpasses the t-table value of 2.05553, leading to the rejection of  $H_0$  and the acceptance of  $H_2$ . These findings suggest that work motivation has a positive and significant effect on work discipline. The greater the employees' motivation, the more disciplined their work behavior.

**2. Testing the Effect of Work Motivation on Work Discipline**

The results indicate that work motivation significantly affects work discipline, with a significance value of 0.005, which is less than 0.05 ( $0.005 < 0.05$ ). Since the t-count of 3.046 is higher than the t-table value of 2.05553,  $H_0$  is rejected, and  $H_2$  is accepted. This confirms that work motivation has a strong and positive impact on work discipline. The higher employees' motivation, the better their adherence to work discipline

**3. Testing the Influence of Work Environment on Work Discipline**

The study results show that the work environment plays a crucial role in shaping work discipline, with a significance value of 0.011, which is below 0.05 ( $0.011 < 0.05$ ). The t-count of 2.751 exceeds the t-table value of 2.05553, leading to the rejection of  $H_0$  and the acceptance of  $H_3$ . This finding highlights that a supportive work environment positively and significantly enhances employee discipline. A secure, comfortable, and well-maintained workplace fosters higher levels of work discipline among employees.

**d. Coefficient of Determination (R<sup>2</sup>) Test**

Tabel 4.8 Coefficient of Determination Test

| Model Summary <sup>b</sup>   |                   |          |                   |                            |                   |          |     |     |               |               |
|--|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|  |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1  | .793 <sup>a</sup> | .629     | .586              | 1.272                      | .629              | 14,697   | 3   | 26  | .000          | 1,974         |
| a. Predictors: (Constant), Total Work Environment, Total Work Motivation, Total Work Supervision |                   |          |                   |                            |                   |          |     |     |               |               |
| b. Dependent Variable: Total Work Discipline   |                   |          |                   |                            |                   |          |     |     |               |               |

Source: SPSS Processed Data (2025)

The R Square value of 0.629 in the table above indicates that the independent variables, Work Supervision, Work Motivation, and Work Environment, collectively explain 62.9% of the variation in Work Discipline. The remaining 37.1% is influenced by other factors not examined in this study, such as Leadership, Organizational Culture, Work Stress, or other variables. Among the three independent variables analyzed, Work Supervision has the most significant impact on Work Discipline.

The findings of the partial hypothesis test regarding the influence of work supervision on work discipline revealed a t-count value of 3.549 and a t-table value of 2.05553, where  $t\text{-count} > t\text{-table}$  ( $3.549 > 2.05553$ ) with a significance level of 0.001. As this significance value is below 0.05 ( $0.001 < 0.05$ ), it indicates that work supervision has a partially significant and positive effect on the work discipline of employees at the West Binjai District Office. These findings are consistent with Handoko’s theory (2016), which asserts that effective supervision ensures the proper execution of plans, thereby improving work discipline. Additionally, the study aligns with the research of Kusumaningrum (2023), which also found that work supervision exerts a positive and significant influence on work discipline.

The partial hypothesis test on the effect of work motivation on work discipline produced a t-count value of 3.046 and a t-table value of 2.05553, where  $t\text{-count} > t\text{-table}$  ( $3.046 > 2.05553$ ) with a significance level of 0.005. Given that the significance value is below 0.05 ( $0.005 < 0.05$ ), it can be concluded that work motivation has a significant and positive partial effect on work discipline among West Binjai District Office employees. These results support Mangkunegara’s theory (2018), which states that motivation encourages employees to act in a goal-oriented manner to fulfill organizational objectives, thereby strengthening work discipline. This conclusion is further reinforced by Kusumaningrum’s research (2023), which found that work motivation positively and significantly impacts work discipline.

Regarding the effect of the work environment on work discipline, the partial hypothesis test yielded a t-count value of 2.751 and a t-table value of 2.05553, where  $t\text{-count} > t\text{-table}$  ( $2.751 > 2.05553$ ) with a significance level of 0.011. Since this significance value is lower than 0.05 ( $0.011 < 0.05$ ), it confirms that the work environment has a partially significant and positive impact on work discipline among West Binjai District Office employees. These findings align with Sutrisno’s theory (2018), which suggests that a conducive work environment facilitates employee activities and enhances discipline. Additionally, these results

support the study conducted by Kusumaningrum (2023), which found that the work environment significantly and positively affects work discipline.

The simultaneous hypothesis test on the combined influence of Work Supervision, Work Motivation, and Work Environment on work discipline produced an F-count value of 14.697 and an F-table value of 2.975, where  $F\text{-count} > F\text{-table}$  ( $14.697 > 2.975$ ) with a significance level of 0.000. Since the significance value is less than 0.05 ( $0.000 < 0.05$ ), it can be concluded that these three variables collectively have a significant and positive effect on work discipline among employees at the West Binjai District Office. These findings are in line with the research conducted by Kusumaningrum (2023), which also demonstrated that supervision, motivation, and the work environment play a crucial role in enhancing work discipline.

## CONCLUSION AND RECOMMENDATION

**Based on the Findings of this Study, the Following Conclusions can be Drawn:**

1. This research provides a comprehensive understanding of the factors influencing employee work discipline, particularly in the government sector. By examining the effects of work supervision, work motivation, and work environment on work discipline, future research can explore additional variables that may contribute to enhancing discipline. Furthermore, these findings can serve as a foundation for comparative studies in other government agencies.
2. This study enriches the body of knowledge in human resource management, especially concerning factors affecting employee work discipline in the public sector. The findings can be used as a reference by students, lecturers, and academics for conducting similar research or as educational material in courses related to organizational management and public administration. Additionally, this study strengthens the role of universities in contributing relevant academic insights to the workforce.
3. For the West Binjai District Office and other government institutions, the study results can serve as a reference in formulating more effective policies to improve employee work discipline. Recognizing that work supervision, motivation, and environment significantly impact discipline, leaders can implement strategies to foster a more conducive work environment, enhance supervision systems, and provide appropriate motivation for employees. These efforts are expected to boost productivity and improve the quality of public services at the district level.

### Suggestions

Based on the study results, aspects of work supervision with the lowest average scores are "Supervision is conducted according to a predetermined schedule" (X1.3) and "Supervision reports are always submitted on time" (X1.4), both receiving an average score of 3.27, categorized as poor. To enhance the effectiveness of work supervision, particularly in terms of timeliness in implementation and reporting, the following steps are recommended:

1. Enhancing Adherence to Supervision Schedules
2. Strengthening Coordination and Communication

3. Increasing Efficiency in the Preparation and Submission of Supervision Reports

**FUTHER STUDY**

This research still has limitations, so it is necessary to conduct further research related to the topic of Analysis of Work Supervision, Work Motivation and Work Environment on Work Discipline of Employees at the Binjai Barat District Office in order to improve this research and add insight for readers

**REFERENCES**

- Afandi, M. (2020). Pengaruh Kepemimpinan, Pengawasan, Dan Kompensasi Terhadap Disiplin Kerja Pegawai Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Daerah (BKPSDMD) Kabupaten Kerinci. *Jurnal Administrasi Nusantara*, 3(2), 1-11.
- Andri, S., & Sari, Y. N. (2023). Pengaruh Pengawasan dan Komunikasi Terhadap Kepuasan Kerja Perawat Non PNS di Rumah Sakit Jiwa Tampan Provinsi Riau. *ECo-Buss*, 6(2), 595-606.
- Ardhiansyah, Rahmad., Mei Retno, Hesty Prima Rini. (2021). Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Disiplin Kerja Karyawan Pada CV. Pelita Offset Jombang. *Jurnal Ilmu Sosial dan Pendidikan (JISIP)* Vol. 5 No. 4 November 2021.
- Aripin, Ahmad., Epsilandri Septyarini. (2024). Pengaruh Motivasi Kerja, Kompensasi Dan Lingkungan Kerja Terhadap Disiplin Kerja. *Management Studies and Entrepreneurship Journal* Vol 5(2) 2024.
- Aryani, Mela., E. Didik Subiyant., Epsilandri Septyarini. (2021). Pengaruh Kepemimpinan, Motivasi Kerja Dan Kompensasi Terhadap Disiplin Karyawan. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Adminsitration dan Pelayanan Publik Sekolah Tinggi Ilmu Administrasi Bina Taruna Gorontalo Volume VIII Nomor 2*, 2021.
- Averus, A., & Pitono, A. (2018). Pengaruh pengawasan terhadap kinerja pegawai dalam meningkatkan pelayanan kesehatan di Kota Palu Provinsi Sulawesi Tengah. *Sosiohumaniora-Jurnal Ilmu-Ilmu Sosial Dan Humaniora*, 20(1), 15-21.
- Barus, D. B., & Kholik, K. (2024). Analysis of the Influence of Competency, Work Motivation, and Work Environment on Employee Performance of PT

Graha Sakura Jaya (Grand Sakura Hotel) Medan. *International Journal of Health, Economics, and Social Sciences (IJHESS)*, 6(4), 1173-1182.

- Danim, S. (2019). *Motivasi Kepemimpinan & Efektivitas Kelompok*. Jakarta: Rineka Cipta.
- Dinata, W., Rahayu, S., & Kholik, K. (2024). Analisis Tingkat Penghasilan, Motivasi, Dan Disiplin Kerja Terhadap Produktivitas Karyawan Pada PT Perkebunan Nusantara III Medan. *Jurnal Bisnis dan Kewirausahaan*, 13(3), 369-383.
- Fahmi, I. (2017). *Manajemen Sumber Daya Manusia*. Bandung : Alfabeta.
- Gorat, R. H., Waruwu, A. A., & Robain, W. (2022). The Effect Of Training, Work Motivation And Work Discipline On Employee Performance At PT. Indofood CBP Sukses Makmur Tbk. Medan Branch. *Jurnal Pendidikan*.
- Handoko, T. H. (2016). *Manajemen Sumber Daya Manusia*, Yogyakarta: Penerbit. BPFE.
- Hasibuan, M. S. P. (2018). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT. Bumi Aksara.
- Hasibuan, N. A., & Robain, W. (2024). Pengaruh Kerjasama Karyawan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Di PT PLN Nusantara Power Medan. *Innovative: Journal Of Social Science Research*, 4(4), 4909-4924.
- Kusumaningrum, N. (2023). Pengaruh Pengawasan, Lingkungan Kerja Dan Motivasi Kerja Terhadap Disiplin Kerja Di Bidang Pertamanan Pada Dinas Perumahan Dan Kawasan Permukiman Kota Semarang. Skripsi : Universitas Semarang.
- Malini, C. P., Firmansyah, F., & Robain, W. (2024, March). Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Wahana Graha Makmur. In *International Conference on Humanity Education and Society (ICHES)* (Vol. 3, No. 1).
- Mangkunegara, A. A. A. P. (2018). *Manajemen Sumber Daya Manusia Perusahaan*. Cetakan Kelima, Bandung : Remaja Rosdakarya.

Anggriani, Robain, Kholik

Sedarmayanti, H. J. (2018). *Tata Kerja dan Produktivitas Kerja*. Penerbit: Bandung : CV. Mandar Maju.

Sondang, P. S. (2019). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.

Sugiyono, D. (2018). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D*. Penerbitan, Bandung : Alfabeta

Sutrisno Edy. (2018). *Manajemen Sumber Daya Manusia*. PT. Kencana Prenada Media Group, Jakarta.

Tambunan, E. R. B., & Robain, W. (2024). Analisis Kepemimpinan, Fasilitas Kantor, Dan Disiplin Kerja Terhadap Kinerja Perangkat Desa Minta Kasih Kecamatan Salapian Kabupaten Langkat. *Nusantara: Jurnal Ilmu Pengetahuan Sosial*, 11(10), 4255-4264.

Zainal, Veithzal Rivai. (2018). *Manajemen sumber daya manusia untuk perusahaan: Dari Teori ke Praktek*. Jakarta, Indonesia: Grafindo Persada.