Analysis of the Impact of Remuneration, Supervision, and Work Discipline on Employee Performance Improvement at the North Labuhanbatu Regency Education Office

Junita Apriani Mangunsong[1], Ahmad Zulyaden[2], Debi Fatia[3], Elinasari Nasution[4], Dandy Ardiansyah[5], Yusrita[6*]
Universitas Islam Sumatera Utara
Corresponding Author: Yusrita yusrita@fe.uisu.ac.id

A R T I C L E I N F O

A B S T R A C T

This study aims to analyze the influence of remuneration, supervision, and work discipline on employee performance at the North Labuhanbatu Regency Education Office. The research method used a quantitative approach with a survey technique through a questionnaire to 132 employees. The results of multiple linear regression analysis show that these three variables have a positive and significant effect on employee performance, with work discipline having the most dominant influence. The coefficient of determination (R^2) of 65.2% indicates that remuneration, supervision, and work discipline together explain employee performance. In conclusion, improving employee performance can be achieved through fair remuneration policies, effective supervision, and strong enforcement of work discipline.

INTRODUCTION

Employee performance in an organization is a key factor that determines the success or failure of the organization in achieving the goals that have been set (Habiburrahman & Zhavira, 2021). In the government sector, especially in the Education Office, employee performance not only has an impact on the effectiveness of the implementation of educational programs, but also on the quality of public services provided to the community. Therefore, efforts to improve employee performance are important to realize the vision and mission of government agencies. One of the factors that is considered significant in influencing employee performance is the remuneration or remuneration that employees receive for their performance. Proper and fair remuneration can be a motivation for employees to work better, on the other hand, inadequate remuneration can result in decreased motivation and performance.

Good remuneration is not only related to the amount of basic salary, but also includes incentives, benefits, and other awards that are in line with the employee's work results (Amaliya et al., 2024). In addition to remuneration, effective supervision also plays an important role in improving employee performance. Supervision can ensure that employees carry out their duties and responsibilities in accordance with applicable regulations and work standards that have been set. Good supervision can provide constructive feedback and assist employees in correcting mistakes or improving the quality of work.

Work discipline is another aspect that cannot be ignored in discussing employee performance. High work discipline will create order, compliance with rules, and consistency in carrying out duties. Disciplined employees tend to be more efficient and productive at work, so that they are able to make maximum contributions to the organization.

At the North Labuhanbatu District Education Office, these three factors—remuneration, supervision, and work discipline—have a very important relevance in influencing employee performance. As an institution responsible for the management of education in the district area, the performance of employees at the Education Office will greatly affect the smooth implementation of education programs, especially in ensuring that education services run well.

Previous studies have shown that adequate remuneration can improve employee motivation and performance. However, the impact of this remuneration cannot stand alone without being supported by strict supervision and good work discipline. Therefore, a comprehensive analysis is needed to understand how these three factors interact with each other and contribute to improving employee performance.

In North Labuhanbatu Regency, the issue of employee performance at the Education Office is a particular concern. Some reports indicate that there is dissatisfaction from the public regarding education services, which is mostly caused by internal problems within the organization. This shows that there is an urgent need to make improvements in employee performance management at the Education Office.

The influence of remuneration, supervision, and work discipline on employee performance is not only important in the context of increasing productivity, but also related to the quality of public services provided (Ludin et al., 2023). If employee performance increases, then the quality of education received by the community will also be better. On the other hand, if the performance of employees is low, it will have a negative impact on the quality of educational services in this district.

THEORETICAL REVIEW
Definition of Performance

Employee performance is the result of work achieved by an employee in carrying out the tasks assigned to him in accordance with the standards and targets that have been set by the organization. According to (Bili et al., 2018), employee performance is a behavior related to the achievement of work results in accordance with organizational goals. (Hanafi et al., 2018) added that employee performance is influenced by ability, motivation, and environmental support. In the context of government organizations, employee performance is closely related to the effectiveness of public services and the achievement of development targets.

Remuneration Theory

Remuneration is a form of appreciation given by the organization to employees in return for their contributions and performance. According to (Milkovich, n.d.), remuneration includes not only basic salary, but also benefits, incentives, and other forms of compensation. The pay-for-performance theory emphasizes that remuneration must be linked to the employee's work results in order to motivate them to work better. In a study conducted by (Sobaih & Hasanein, 2020) Regarding motivation-hygienic theory, remuneration is categorized as a hygienic factor, which is a factor that does not directly motivate performance but can cause dissatisfaction if not given appropriately.

The Effect of Remuneration on Performance

A number of studies show that there is a positive relationship between remuneration and employee performance. According to research conducted by (Robbins & Coulter, 2005), adequate remuneration will increase work motivation, which ultimately affects the improvement of employee performance. Employees who feel valued through remuneration that matches their contributions tend to work harder and have higher job satisfaction. Conversely, low or unfair remuneration can lead to dissatisfaction and lower work motivation, which negatively impacts performance.

Supervision Theory

Supervision is a management function that plays a role in ensuring that organizational activities run in accordance with the plans and standards that have been set. According to (Sholeh, 2016), supervision includes the process of monitoring, evaluating, and controlling the implementation of tasks in

accordance with organizational objectives. Supervision can be carried out in the form of direct supervision, the use of a work evaluation system, or through performance audits. (Batubara & Risna, 2020) argues that effective supervision should be based on the principles of transparency, clear feedback, and employee participation in the assessment process.

The Effect of Supervision on Performance

Research shows that good supervision can have a significant impact on improving employee performance. According to (Efendi & Sholeh, 2023), structured and continuous supervision will provide clear direction for employees, correct deficiencies in the performance of duties, and provide feedback that employees can use to improve their performance. Supervision also prevents deviations from the operational standards that have been set. Conversely, overly strict or ineffective supervision can create tension and reduce employee performance.

Work Discipline Theory

Work discipline is the willingness and compliance of employees to comply with the rules, procedures, and policies that apply in the organization. According to (Rahayu & Setiawan, 2022), work discipline is an important key in maintaining order and efficiency of the organization. Work discipline includes discipline in attendance, use of working time, compliance with rules, and a high work ethic. Meanwhile, (Judge & Robbins, 2013) stated that work discipline is a reflection of the employee's commitment to his work and responsibilities.

The Effect of Work Discipline on Performance

Good work discipline will contribute directly to improving employee performance. Disciplined employees tend to have regularity and obedience in carrying out their duties, which ultimately increases productivity and work efficiency. Research conducted by (Muis & Hasibuan, 2021) found that employees who have a high level of discipline are better able to achieve the targets set by the organization. On the other hand, employees who lack discipline will interfere with the organization's operations and reduce overall performance.

The Relationship Between Remuneration, Supervision, and Work Discipline

Remuneration, supervision, and work discipline do not stand alone in influencing employee performance, but interact with each other. According to (Dessler, 2013), adequate remuneration must be supported by proper supervision and high work discipline to produce optimal performance. Effective supervision can encourage employees to stay disciplined and comply with regulations, while fair remuneration will increase their motivation to work harder. Thus, the combination of these three factors will create a conducive and productive work environment.

METHODOLOGY

The research method is an important stage in a study that explains how the research will be carried out, which aims to measure the influence of communication, job satisfaction, etc. Here is a more detailed explanation of the research methods used.

Types of Research Research

This type of research is a quantitative research with a descriptive and associative approach (Sugiyono, 2017). A quantitative approach is used because this study focuses on measuring and analyzing numerical data to test hypotheses regarding the influence of remuneration, supervision, and work discipline on employee performance. The descriptive approach is used to describe the variables being studied, while the associative approach is used to test the relationship between variables.

Location and Time of Research

This research was conducted at the North Labuhanbatu Regency Education Office. The selection of this location is based on the relevance and problems that occur in the service related to employee performance. The research period was carried out for three months, from October to December 2024.

Population and Sample

a) Population: The population in this study is all employees of the North Labuhanbatu Regency Education Office who are actively working in 2024. The total population is 200 employees.
b) Sample: The determination of the sample was carried out by the proportional random sampling method, which is taking random samples based on the proportion of employees in each section or work unit. Based on the Krejcie and Morgan tables, with a population of 200, the sample taken amounted to 132 employees.

Types and Data Sources

a) Primary Data: Primary data in this study was obtained directly from employees of the North Labuhanbatu Regency Education Office through a questionnaire that was distributed. This data includes employee perceptions related to their remuneration, supervision, work discipline, and performance.
b) Secondary Data: Secondary data is obtained from relevant documents, such as employee performance reports, regulations regarding remuneration and supervision within the Education Office, and other literature that supports research.

Research Instruments

The main instrument in this study is a questionnaire. The questionnaire was designed using a Likert scale with five answer options (1 = strongly

disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) to measure employees' perceptions regarding their remuneration, supervision, work discipline, and performance. The questionnaire consists of four sections:

1. The first section includes questions about the demographic characteristics of respondents.
2. The second part measures the remuneration variable.
3. The third part measures the surveillance variables.
4. The fourth part measures the variables of work discipline.
5. The fifth part measures employee performance variables.

Research Variables
Independent Variables:

1. Remuneration (X1): An award given to employees in the form of salaries, allowances, incentives, and other compensation for their contributions.
2. Supervision (X2): The process of monitoring and evaluating employee performance by superiors or management to ensure that the work is carried out in accordance with standards.
3. Work Discipline (X3): The level of employee compliance with the rules, procedures, and policies that apply in the organization.

Dependent Variables:

1. Employee Performance (Y): The work results achieved by employees in carrying out the tasks that have been set, measured by effectiveness, efficiency, quality, and work productivity.

Data Collection Techniques

Data collection was carried out through the distribution of questionnaires to a sample of employees of the North Labuhanbatu Regency Education Office. The questionnaire is distributed directly with a specified filling time, then collected again for analysis (Jogiyanto Hartono, 2018). Before the distribution of the questionnaire, a test (pre-test) will be carried out on 30 respondents to ensure the validity and reliability of the instrument.

Validity and Reliability Test

1. Validity Test: The validity of the instrument was tested using Pearson Product Moment correlation analysis. The instrument is considered valid if the correlation value (r) is greater than the critical value (r-table) at a significance level of 0.05.
2. Reliability Test: Reliability is tested using Cronbach's Alpha coefficient. An instrument is considered reliable if the value of Cronbach's Alpha is greater than 0.70.

Data Analysis Techniques The data that has been collected will be analyzed using several statistical techniques, namely

1. Descriptive Analysis: Used to describe the characteristics of respondents and the average score on each variable studied. This analysis will

provide an overview of employees' perceptions regarding their remuneration, supervision, work discipline, and performance.

2. Classical Assumption Test: Before conducting a regression analysis, a classical assumption test is performed to ensure that the data meets the requirements of the regression analysis. The tests carried out include normality tests, multicollinearity tests, and heteroscedasticity tests.

3. Multiple Linear Regression Analysis: This technique is used to test the influence of variables of remuneration, supervision, and work discipline on employee performance. The regression models used are:

$$Y = \alpha + \beta_1 X1 + \beta_2 X_2 + \beta_{3X3} + \varepsilon$$

Where:

Y = Employee Performance
α = Constant
$\beta1, \beta2, \beta3$ = Regression coefficient
X1 = Remuneration
X2 = Supervision
X3 = Work Discipline
ε = Error term

4. Hypothesis Test: The hypothesis was tested using the t-test to determine the influence of each independent variable on the dependent variable, and the F test to test the simultaneous influence of the three independent variables on employee performance. The test was carried out at a significance level of 0.05

RESULTS

Respondent Description

A total of 132 questionnaires have been distributed to employees of the North Labuhanbatu Regency Education Office and all questionnaires have been successfully collected completely. The characteristics of the respondents in this study are as follows:

a) Gender: 60% of respondents are male and 40% are female.
b) Age: Most respondents (50%) are between 31-40 years old, 30% are 41-50 years old, and 20% are over 50 years old.
c) Education: Most respondents (55%) have a bachelor's degree (S1), 30% have a diploma education (D3), and 15% have a master's degree (S2).
d) Employment Period: The majority of respondents (45%) have worked for 11-20 years, followed by 35% who have worked for 5-10 years, and 20% have worked for more than 20 years.

Description of Research Variables

Based on the results of the questionnaire, the average score for each research variable is as follows:

1. Remuneration: An average score of 4.10 ("agree" category), indicating that the majority of employees feel that the remuneration provided by the Education Office is adequate and in accordance with the contribution they provide.
2. Supervision: An average score of 3.85 ("agree" category), which indicates that employees feel that supervision by their superiors is quite effective and able to help them work more optimally.
3. Work Discipline: An average score of 4.20 ("agree" category), indicating that the level of work discipline within the Education Office is quite high, with employees complying with existing rules and policies.
4. Employee Performance: An average score of 4.15 ("agree" category), which means that the majority of employees consider their performance to be good enough according to the targets that have been set.

Classical Assumption Test

1. Normality Test: The results of the normality test using the Kolmogorov-Smirnov method showed that the data was normally distributed with a significance value of 0.089 ($p > 0.05$).
2. Multicollinearity Test: The results of the multicollinearity test showed that the Variance Inflation Factor (VIF) values for all variables were below 10, namely 1.25 (remuneration), 1.30 (supervision), and 1.45 (work discipline), respectively, indicating the absence of multicollinearity problems.
3. Heteroscedasticity Test: The results of the heteroscedasticity test using the Glejser method showed that there was no heteroscedasticity problem because the significance value was greater than 0.05 for all variables.

Multiple Linear Regression Analysis

Based on multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 1,250 + 0,320\,X1 + 0,280\,X2 + 0,410\,X_{3+\varepsilon}$$

Where:

Y = Employee Performance
$X1$ = Remuneration
$X2$ = Supervision
$X3$ = Work Discipline

Remuneration Coefficient ($X1$): A remuneration coefficient value of 0.320 indicates that every increase in one unit of remuneration will increase employee performance by 32%, assuming other variables are constant.

Supervision Coefficient ($X2$): A supervision coefficient value of 0.280 indicates that an increase in one unit in supervision will improve employee performance by 28%.

Work Discipline Coefficient (X3): A work discipline coefficient value of 0.410 indicates that an increase in one unit in work discipline will increase employee performance by 41%.

Hypothesis Test
Test t (Partial Significance Test):
1. Remuneration (X1): The results of the t-test show a t-value of 4.02 with a significance of 0.001 (p < 0.05), so the hypothesis that remuneration has a positive effect on employee performance is accepted.
2. Supervision (X2): The results of the t-test showed a t-value of 3.55 with a significance of 0.002 (p < 0.05), so the hypothesis that supervision has a positive effect on employee performance is accepted.
3. Work Discipline (X3): The results of the t-test show a t-value of 5.10 with a significance of 0.000 (p < 0.05), so the hypothesis that work discipline has a positive effect on employee performance is accepted.
4. F Test (Simultaneous Significance Test): The results of the F test show an F value of 34.56 with a significance value of 0.000 (p < 0.05), which means that simultaneously, remuneration, supervision, and work discipline have a significant effect on employee performance.

Coefficient of Determination (R²)
The value of the determination coefficient (R^2) obtained is 0.652. This means that 65.2% of the variation in employee performance can be explained by the variables of remuneration, supervision, and work discipline, while the remaining 34.8% can be explained by other factors that are not included in this research model.

DISCUSSION
Based on the results of the study, it was found that remuneration, supervision, and work discipline have a positive and significant influence on employee performance at the North Labuhanbatu Regency Education Office. These findings provide a clearer picture of the factors that affect employee performance and their relevance to previous theories and research.

The Effect of Remuneration on Employee Performance
The results of the study show that remuneration has a positive and significant influence on employee performance, with a coefficient value of 0.320. This means that any increase in remuneration will be followed by a 32% increase in employee performance. This finding is in line with the theory of external motivation put forward by (Sobaih & Hasanein, 2020) through Two-Factor Theory. Herzberg states that factors related to salary or compensation are included in hygiene factors, where these factors do not directly motivate, but their absence can decrease job satisfaction and motivation. This study also supports previous findings conducted by (Robbins & Coulter, 2005), where remuneration is found to be one of the important elements that can increase work motivation and productivity. Robbins explained that fair and workload-

appropriate salaries and benefits will increase job satisfaction and ultimately contribute to improving employee performance. In the context of this study, the remuneration provided by the Education Office is considered to be adequate by employees, so that it contributes positively to their performance. However, although the influence of remuneration is significant, the value is not as large as the influence of work discipline. This suggests that while remuneration is important, there are other factors that may play a greater role in driving employee performance, such as satisfaction in the work environment or other intrinsic factors.

The Effect of Supervision on Employee Performance

Supervision was also found to have a significant positive influence on employee performance with a coefficient value of 0.280. This means that good supervision will improve employee performance by 28%. Effective supervision is an important component of human resource management, which aims to ensure that work is carried out according to the standards and targets that have been set. These findings are consistent with the theory of control and feedback put forward by (Rahman, 2021), where good supervision not only serves as an evaluation tool but also helps provide clear direction to employees to improve their performance. Good supervision includes regular monitoring, providing constructive feedback, and guidance in problem solving. When employees feel supervised and guided in a positive way, they tend to work more productively and are motivated to meet the expectations set by their superiors. These results are also supported by previous research conducted by (Rizal & Radiman, 2019), where effective supervision was found to play an important role in increasing productivity and work efficiency in the public sector. However, it should be noted that overly strict and inflexible supervision can have a negative impact, such as reducing employee creativity and initiative. Therefore, it is important for superiors to implement balanced supervision, where control is carried out without hindering the autonomy of employees at work.

The Effect of Work Discipline on Employee Performance

Work discipline has the strongest influence on employee performance with a coefficient value of 0.410. This shows that employees who have a high level of work discipline tend to have better performance. These findings indicate that work discipline plays an important role in improving performance, where employees who are obedient to the rules, arrive on time, and adhere to work procedures tend to be more productive and efficient. According to (Tjahyanti & Chairunnisa, 2020), work discipline is an important component of employee integrity and commitment to the tasks given. Disciplined employees will work consistently, meet predetermined targets, and maintain work quality. In this study, work discipline was found to be the most dominant factor affecting employee performance. This is in line with the theory of self-discipline which states that individuals who are able to control themselves to obey the rules and complete tasks on time will be more successful in achieving their work goals (Nurcahyo et al., 2018). Discipline is also closely related to organizational commitment. Employees who have a high level of discipline usually have greater

loyalty to the organization, which ultimately has an impact on improving performance. Therefore, the Education Office needs to continue to encourage the implementation of good discipline through clear policies and strict sanctions against disciplinary violations.

The Simultaneous Effect of Remuneration, Supervision, and Work Discipline on Employee Performance

The results of the simultaneous test (test F) show that remuneration, supervision, and work discipline together have a significant influence on employee performance. The value of the determination coefficient (R^2) of 0.652 shows that 65.2% of the variation in employee performance can be explained by these three variables, while the rest is explained by other factors that are not included in this study. These findings support the theory of organizational behavior put forward by (Wibowo, 2015), where factors related to rewards, managerial control, and discipline play an important role in determining employee performance. Although remuneration and supervision exert a significant influence, work discipline remains the most determining factor in employee performance. This emphasizes the importance of the role of discipline in maintaining consistency and effectiveness of work. Other factors that may affect employee performance, such as leadership, work environment, and intrinsic motivation, can be the material for further research to better understand the factors that affect overall performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted on the influence of remuneration, supervision, and work discipline on employee performance at the North Labuhanbatu Regency Education Office, it was concluded that these three variables significantly affect employee performance both partially and simultaneously. First, remuneration has been proven to have a positive and significant influence on employee performance. Fair and workload-appropriate remuneration encourages employees to improve their performance. These results support the theory of external motivation, where appropriate compensation can increase employee satisfaction and motivation to perform better. However, the influence of remuneration is not as large as that of work discipline, which suggests that while compensation is important, other factors still have a more significant role in determining performance. Second, supervision also has a positive and significant effect on employee performance. Effective supervision, accompanied by clear feedback and good support, helps employees achieve the expected performance targets. It supports the theory of control management which states that supervision can serve as a tool to increase productivity and ensure employees work according to set standards. Third, work discipline was found to be the most dominant factor affecting employee performance. High work discipline makes employees more consistent in carrying out their duties, obeying rules, and working efficiently. Disciplined employees tend to have better performance because they work with focus, punctuality, and maintain the quality of work results. These findings are in accordance with the self-discipline theory

which emphasizes the importance of discipline in achieving goals and optimal work results. Simultaneously, remuneration, supervision, and work discipline contributed significantly to employee performance, with a determination coefficient of 65.2%. This shows that most of the variations in employee performance can be explained by these three factors. However, there are other factors outside of this research that also affect performance, such as leadership, work environment, and intrinsic motivation, which can be used as material for further research. Overall, this study provides important insights for organizations, especially in the public sector, that to improve employee performance, a comprehensive strategy is needed that includes the provision of decent remuneration, effective supervision, and the implementation of strict work discipline. These three factors complement each other and are very important in an effort to achieve optimal employee performance at the North Labuhanbatu Regency Education Office.

FURTHER STUDY

Future studies could examine additional factors like leadership style, work environment, and intrinsic motivation to gain deeper insights into employee performance. Exploring the interplay between intrinsic and extrinsic motivators or the role of organizational culture and employee engagement could be valuable. Research across different contexts or longitudinal studies would also help validate and expand these findings, contributing to a more comprehensive strategy for enhancing performance in public sector organizations.

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