



The Effect of Supervision, Commitment, and Work Discipline on Employee Performance

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Abstract

This study aims to analyze the effect of supervision, work commitment, and work discipline on employee performance at the Office of the Social Affairs Agency of South Sulawesi Province. The study is motivated by the need to improve civil servant performance in order to achieve effective, accountable, and results-oriented public services, particularly in the implementation of social welfare programs. This research employs a quantitative approach using a survey method. The population consists of all employees of the Social Affairs Agency of South Sulawesi Province, with samples selected through proportional sampling. Data was collected using questionnaires that have been tested for validity and reliability. Data analysis was conducted using multiple linear regression after fulfilling classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. The regression analysis results indicate that supervision, commitment, and work discipline have a positive relationship with employee performance. Supervision has the lowest regression coefficient ($\beta = 0.082$), commitment has the highest regression coefficient ($\beta = 0.390$) followed by work discipline ($\beta = 0.386$). The simultaneous test (F-test) yields an F value of 29.724 with a significance level of 0.000, indicating that the three variables jointly have a significant effect on employee performance. Partially, commitment and work discipline have a significant effect on performance, whereas supervision does not have a significant effect. The adjusted R-square value of 0.541 indicates that 54.1% of the variance in employee performance can be explained by the research model, while the remaining 45.9% is influenced by other factors outside the model.

Introduction

The current era of globalization is characterized by increasingly rapid changes in all aspects of life, increasingly advanced societal mindsets, and increasingly critical demands for optimal service. To anticipate the impact and changes of these advancements, every organization must enhance its role and capabilities in all aspects to achieve its goals. Without the support of highly professional human resources, it is difficult to expect an organization to function effectively. Given the complexity of tasks and functions, (Muzam, 2023) explain that employees are required to possess the knowledge, skills, and attitudes necessary to carry out these tasks and functions, supported by employees who demonstrate strong performance. Employee performance is crucial because optimal performance will result in excellent service. Improving the quality of employee resources is crucial and needs to be carried out in a planned, directed, and sustainable manner to enhance their work capabilities. Furthermore, high employee performance will lead to a strong commitment to completing routine tasks according to their respective responsibilities and functions more efficiently, effectively, and productively (Al

Doghan & Sundram, 2023; Modise, 2023; Fardiansyah et al., 2025; Abdelwahed & Doghan, 2023).

The human element in an organization, especially employees or government officials, requires serious attention from every organization so that employees can work more efficiently to achieve the goals set within the organization. Therefore, one of the keys to an organization's success in achieving its goals is largely determined by the performance of its employees. Performance can be viewed as both a process and a result of work. Performance is a process of how work proceeds to achieve work results. However, the results of the work itself also indicate performance. According to Hatidah & Indriansyah (2022), performance is "the result of an employee's work, a management process, or an organization as a whole, where these results must be demonstrated concretely and measurably (compared to predetermined standards).

Efforts to achieve optimal agency performance are part of the excellence, quality, and performance of human resources. According to Mulyadi et al. (2020), human resources are an invaluable asset because they can make a significant contribution to a work unit effectively, efficiently, productively, and competitively. Therefore, how to develop, maintain, and improve performance is one factor that requires professional, high-quality, and competent capabilities in carrying out their duties.

According to Rambulangi (2024), performance is the quality and quantity of work achieved by an employee in carrying out their duties. Employee performance is reflected in their positive attitude toward their work and the agency. To improve employee performance, quality and quantity need to be optimized so that all agency activities can operate optimally. Employee performance achievements in local government agencies will determine the assessment and reporting of local government performance. This is outlined in the form of a Government Agency Performance Report (LKIP), where transparent and accountable reporting of organizational performance achievements serves as a form of accountability for the performance of the government agency (Eprianto, 2023; Nurkholilah et al., 2025).

The performance of state civil servants (ASN) is governed by various government rules and regulations aimed at ensuring professionalism, accountability, and the effectiveness of public services. One legal basis used is Law Number 5 of 2014 concerning the State Civil Apparatus, which stipulates that ASN employees are required to carry out their duties according to established performance standards, adhere to a code of ethics, and continuously improve their competencies (Tetti et al., 2023; Pisiwati et al., 2024). Furthermore, Government Regulation Number 30 of 2019 concerning ASN Employee Performance Assessment regulates the mechanism for setting targets, performance indicators, evaluation, and rewards and sanctions based on performance achievement. Several literature studies and research indicate that employee performance can be influenced by supervision (Nasution & Khair, 2022), work commitment (Jamal et al., 2021; Arifin & Darmawan, 2021). and work discipline (Nozariyanti et al., 2022; Rahayu & Dahlia, 2023). Research by Almaaitah et al. (2020) found that talent management had a positive effect on employee performance, but organizational commitment was not proven to be a moderating variable. This indicates that commitment has a stand-alone influence on performance, independent of other managerial factors. Supervision implies observing the implementation of all activities of the audited organizational unit to ensure that all work is carried out according to plans and regulations, or to ensure that work is carried out according to plan. Supervision can minimize obstacles, so that any obstacles that arise can be identified promptly and corrective actions can be taken.

Supervision conducted by leaders aims to improve employee performance, not simply to identify employee errors (Firdaus et al., 2022). Research shows that supervision has a

significant impact on improving employee performance (Lee & Kusumah, 2020). Furthermore, other research also indicates that supervision has a positive and significant effect on employee performance (Akob et al., 2021). Supervision is expected to measure all employee achievements, assess efforts in carrying out agency activities, and also take corrective and adjustment actions when deemed necessary.

Work commitment is a key factor in determining the success or failure of an organization in achieving its goals. Employees who demonstrate commitment to their organization typically demonstrate a caring work attitude and a strong sense of responsibility in carrying out their work (Aji et al., 2020). Research findings indicate that work commitment has a positive and significant influence on employee performance (Anuari et al., 2020). These findings align with research conducted by Trilaksana and Sitohang (2022), which found a positive and significant influence between work commitment and employee performance. However, research conducted by Hafidz et al. (2025) found that work commitment did not have a positive and significant influence on employee performance at the Regional Asset Management (BMD) in Pasaman Regency. This study indicates that a higher level of work commitment within an organization will reduce employee performance at the Regional Asset Management (BMD) in Pasaman Regency.

Work discipline is a crucial factor influencing employee performance in various organizations, including government agencies. Work discipline is defined as employee compliance with regulations, punctuality, consistent task execution, and responsibility for assigned work (Robbins & Coulter, 2012). Employees with high levels of discipline tend to complete tasks according to procedures, on time, and with high quality, thus contributing to the achievement of organizational goals.

Furthermore, research by Sulaiman (2024) confirms that employees who implement good work discipline have higher productivity and are able to maintain the quality of public services. This demonstrates that work discipline impacts not only individual performance but also overall organizational effectiveness. Regional government agencies, in this case the South Sulawesi Provincial Social Service, are tasked with reducing poverty and strengthening the protection of vulnerable groups, as outlined in the 2024-2026 Regional Development Plan (RPJMD). This phenomenon underscores the need for scientific studies on the factors influencing employee performance at the forefront of social services.

The South Sulawesi Provincial Social Service is also required to handle various major programs (e.g., poverty reduction, social assistance, disaster mitigation) as outlined in national and provincial priority programs. This requires employees to have high commitment, strong discipline, and effective supervision to ensure performance meets standards. The lack of adequate measurement or a deep understanding of how internal organizational factors (commitment, discipline, supervision) influence employee performance presents a critical research gap.

Previous research at the South Sulawesi Provincial Social Service has shown that although supervision and commitment positively influence performance, the quality of human resources and work discipline are often the most dominant variables in determining the successful implementation of performance-based programs (Gani et al., 2022; Khasanah et al., 2023; Pratolo et al., 2020). This demonstrates the need for a more in-depth analysis of how supervision, work commitment, and work discipline, in an integrated manner, influence employee performance at the South Sulawesi Provincial Social Service.

Previous research has shown that organizational culture and the work environment significantly influence employee performance, both directly and through leadership as a mediating variable (Putri Intan Lodi et al., 2022). However, there is still a need to examine the integrated relationship between these three variables in the context of the South Sulawesi Provincial Social Service, given the complexity of the tasks and demands of public service within this agency.

Research on the factors influencing employee performance has been extensively conducted in various organizational contexts, both in the private and government sectors. However, studies specifically examining employee performance from the perspective of simultaneously influencing supervision, commitment, and work discipline within a single, integrated analytical framework are still limited, particularly in the context of a local government agency such as the South Sulawesi Provincial Social Service.

Therefore, this study focuses on examining how supervision, commitment, and work discipline simultaneously influence employee performance from an internal organizational perspective. This approach is not only relevant for understanding actual conditions on the ground but is also expected to provide a basis for consideration in formulating more effective human resource management policies within the South Sulawesi Provincial Social Service.

Methods

Research Design

This study employs a quantitative approach using a survey method. The quantitative approach is selected because the objective of the research is to examine relationships and causal effects among variables in an objective and measurable manner through numerical data and statistical analysis. The survey method is applied by collecting data from a sample of the population using a structured questionnaire as the primary research instrument (Sugiyono & Lestari, 2021).

The research is designed to obtain empirical evidence regarding the influence of supervision, work commitment, and work discipline on employee performance at the Office of the Social Service of South Sulawesi Province. The variables examined in this study consist of three independent variables, namely supervision (X_1), work commitment (X_2), and work discipline (X_3), and one dependent variable, namely employee performance (Y). The relationships among these variables are analyzed using a causal approach in order to determine how changes in the independent variables affect employee performance.

A quantitative approach allows researchers to transform perceptions, attitudes, and behaviors of respondents into numerical data through the use of a Likert scale. These data can then be analyzed statistically so that the results are objective, systematic, and scientifically accountable.

Research Location and Time

This research was conducted at the Office of the Social Service of South Sulawesi Province, located at Jl. A. P. Pettarani No. 59, Bua Kana, Rappocini District, Makassar City, South Sulawesi, Indonesia. The selection of this location is based on its relevance to the research variables, particularly supervision, work commitment, work discipline, and employee performance within a government institution setting.

The research was carried out from October to November 2025. This period was used for instrument preparation, questionnaire distribution, data collection, and data processing and analysis.

Population and Sampling Technique

Population refers to the entire group of subjects or objects that become the focus of a study. According to Sugiyono and Lestari (2021), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions from. The population of this study includes all employees of the Social Service Office of South Sulawesi Province, totaling 280 employees across several work units. Considering the size and structure of the population, this study applies proportionate stratified random sampling. This technique divides the population into strata based on work units, then determines the sample size proportionally for each unit, and finally selects respondents randomly within each stratum. This approach ensures that each organizational unit is fairly represented, thereby improving the accuracy and generalizability of the findings.

The sample size is determined using Slovin's formula with an error tolerance of 10 percent. This margin of error is considered acceptable because the population characteristics are relatively homogeneous, as all respondents are civil servants working within a similar institutional environment. From a population of 280 employees, a total sample of 74 respondents is obtained. The respondents are then distributed proportionally across each work unit according to their population size.

Research Instruments and Data Collection Techniques

Data collection in this study uses two main techniques: questionnaires and documentation review. The questionnaire is the primary instrument for obtaining primary data from respondents. It is developed based on indicators of each research variable, namely supervision, work commitment, work discipline, and employee performance. Each statement item is measured using a five-point Likert scale ranging from strongly disagree to strongly agree, allowing respondents' perceptions to be converted into numerical data.

In addition to questionnaires, documentation is used to collect supporting data such as employee records, organizational structures, and official reports related to the research object. This technique strengthens the primary data and ensures consistency with the actual organizational conditions.

Before being distributed, the research instrument is tested for validity and reliability. Validity testing aims to determine whether each item measures what it is intended to measure and is conducted using the Product Moment correlation, where an item is considered valid if the calculated correlation coefficient exceeds the critical value in the correlation table. Reliability testing is carried out using Cronbach's Alpha to assess the consistency of the instrument. An instrument is considered reliable if the alpha coefficient is greater than 0.60, indicating that the questionnaire can consistently measure the research variables.

Data Analysis Techniques

After the data are collected, they are processed and analyzed systematically. The first stage is descriptive analysis, which aims to describe respondent characteristics and research variables using frequencies, percentages, means, and score distributions. The Likert scale scores are classified into interval categories to interpret respondents' tendencies toward each variable.

Before conducting regression analysis, classical assumption tests are performed. The normality test is used to determine whether the data are normally distributed, examined through Normal P-P plots and the Kolmogorov-Smirnov test with a significance level of 0.05. Multicollinearity testing is conducted to ensure that the independent variables are not highly correlated with each

other, assessed using Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity if Tolerance values exceed 0.10 and VIF values are below 10. Heteroscedasticity testing is carried out to verify that the residual variances are constant across observations, which can be examined using scatterplots or statistical tests.

Once the assumptions are satisfied, multiple linear regression analysis is employed to measure the influence of supervision, work commitment, and work discipline on employee performance. The regression model is expressed as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

where Y represents employee performance, X₁ supervision, X₂ work commitment, X₃ work discipline, β₀ the constant, β₁–β₃ the regression coefficients, and e the error term.

Hypothesis testing is then performed using the F-test to examine the simultaneous effect of the independent variables on the dependent variable and the t-test to examine the partial effects of each independent variable. In addition, the coefficient of determination (R²) is used to assess how much variation in employee performance can be explained by the independent variables. A value of R² closer to one indicates that the model has strong explanatory power.

Result and Discussion

Descriptive Analysis Results of Research Variables

Descriptive analysis was conducted to describe the pattern of respondents' responses to each research variable based on interval scale values. The presentation of descriptive analysis results aims to provide an initial overview of the conditions related to supervision, work commitment, work discipline, and employee performance before proceeding to inferential analysis. Overall, the descriptive results indicate that most respondents fall into the categories of "Agree" and "Strongly Agree." These findings suggest that respondents generally hold positive perceptions toward the surveyed variables.

Table 1. Overall Interval Scale Values

Interval	Category	Frequency	Percentage
1.00 – 1.79	Strongly Disagree (SD)	0	0%
1.80 – 2.59	Disagree (D)	0	0%
2.60 – 3.39	Moderately Agree (MA)	0	0%
3.40 – 4.19	Agree (A)	28	38%
4.20 – 5.00	Strongly Agree (SA)	46	62%
Total		74	100%

Source: Processed research data, 2025

The table shows that none of the respondents expressed negative perceptions, as indicated by the absence of responses in the "Strongly Disagree," "Disagree," and "Moderately Agree" categories. Meanwhile, 38 percent of respondents selected "Agree," and the majority, 62 percent, selected "Strongly Agree." This indicates that supervision, work commitment, work discipline, and employee performance at the Social Service Office of South Sulawesi Province are generally perceived to be in a very good condition.

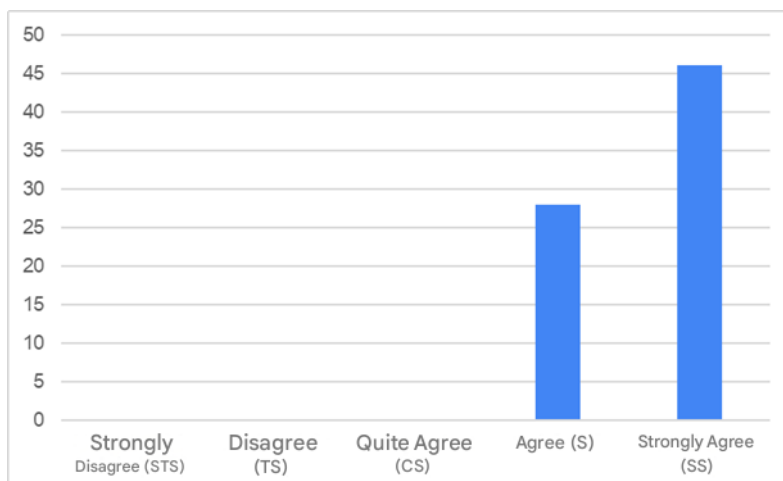


Figure 1. Interval Level Questionnaire Results (Overall)

Based on the table and graph presented, the majority of respondents fell into the "Agree" and "Strongly Agree" categories, indicating that their perceptions of the research variables were generally positive. Regarding the supervision variable, the majority of respondents fell into the "agree" and "strongly agree" categories. This indicates that respondents perceive supervision to have been implemented in their daily operations. However, further analysis is needed to assess its effectiveness.

Table 2. Interval Scale Values (Supervision)

Interval	Category	Frequency	Percentage
1.00 – 1.79	Strongly Disagree (SD)	0	0%
1.80 – 2.59	Disagree (D)	1	1%
2.60 – 3.39	Moderately Agree (MA)	2	3%
3.40 – 4.19	Agree (A)	29	39%
4.20 – 5.00	Strongly Agree (SA)	42	57%
Total		74	100%

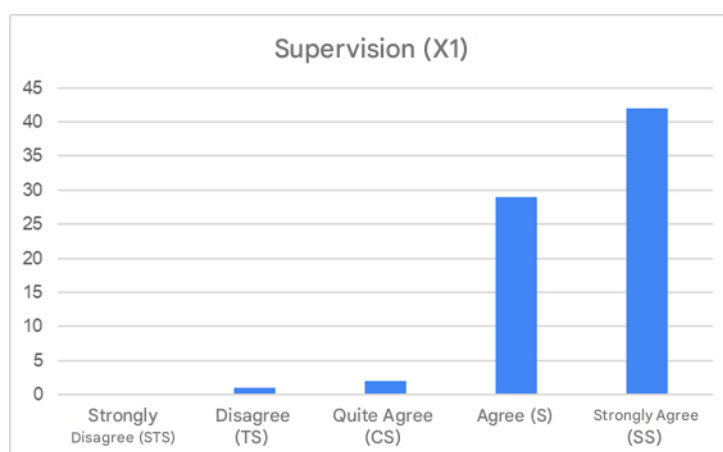


Figure 2. Supervision Questionnaire Results

The "Commitment" variable shows a very high trend, with the majority of respondents falling into the "strongly agree" category. This reflects the extent to which employees feel connected to the organization.

Table 3. Interval Scale Values (Work Commitment)

Interval	Category	Frequency	Percentage
1.00 – 1.79	Strongly Disagree (SD)	0	0%
1.80 – 2.59	Disagree (D)	0	0%
2.60 – 3.39	Moderately Agree (MA)	0	0%
3.40 – 4.19	Agree (A)	24	32%
4.20 – 5.00	Strongly Agree (SA)	50	68%
Total		74	100%

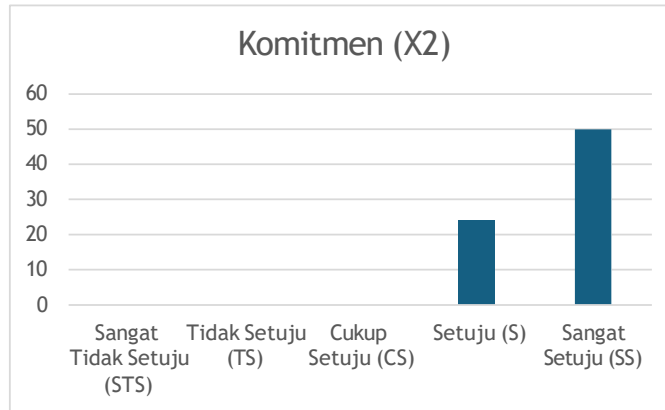


Figure 3. Commitment Questionnaire Results

For the "Work Discipline" variable, the majority of respondents fell into the "agree" and "strongly agree" categories. This indicates that respondents consider compliance with workplace rules, such as punctual attendance, time management, and adherence to established procedures by their workplace, desirable.

Table 4. Interval Scale Values (Work Discipline)

Interval	Category	Frequency	Percentage
1.00 – 1.79	Strongly Disagree (SD)	0	0%
1.80 – 2.59	Disagree (D)	0	0%
2.60 – 3.39	Moderately Agree (MA)	1	1%
3.40 – 4.19	Agree (A)	23	31%
4.20 – 5.00	Strongly Agree (SA)	50	68%
Total		74	100%

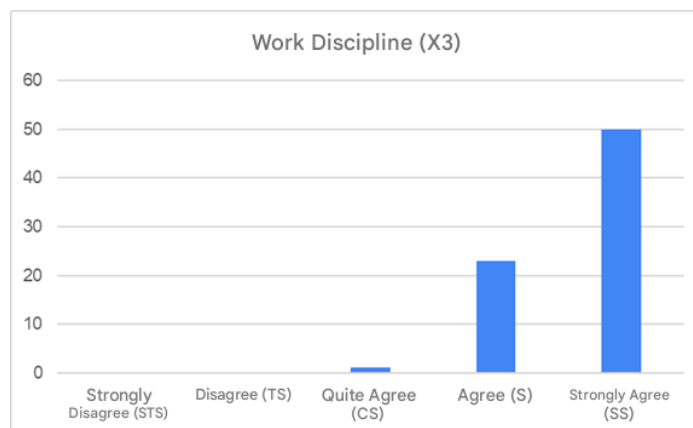


Figure 4. Work Discipline Questionnaire Results

Regarding employee performance, the majority of respondents rated their personal performance as "satisfactory" or "very satisfactory." This indicates that employees feel they are executing their tasks and achieving their goals smoothly. Furthermore, this situation demonstrates that employees have a sense of responsibility and are committed to carrying out their duties according to established standards. This positive performance evaluation also reflects that the effectiveness of operational systems and a conducive work environment contribute to the achievement of optimal results by employees.

Data Quality Test Results

Preliminary testing was conducted to verify data quality and to ensure that the survey instrument used in this study measures the research variables accurately and consistently. In quantitative research, the validity of conclusions depends heavily on the accuracy and reliability of the collected data. Therefore, before proceeding to further statistical analysis, the quality of the instrument must be examined through validity and reliability testing.

Validity Test

The validity test aims to determine whether each questionnaire item is capable of measuring what it is intended to measure. The test was conducted using the Product Moment correlation method by comparing the calculated correlation coefficient (r-count) with the critical value (r-table). An item is considered valid if the r-count value is greater than the r-table value.

Table 5. Validity Test Results

Variable	Item Code	r-count	r-table	Remark
X1	Item 1	0.598	0.2287	Valid
	Item 2	0.745	0.2287	Valid
	Item 3	0.720	0.2287	Valid
	Item 4	0.783	0.2287	Valid
	Item 5	0.711	0.2287	Valid
X2	Item 6	0.789	0.2287	Valid
	Item 7	0.772	0.2287	Valid
	Item 8	0.868	0.2287	Valid
	Item 9	0.790	0.2287	Valid
	Item 10	0.811	0.2287	Valid
X3	Item 11	0.601	0.2287	Valid
	Item 12	0.827	0.2287	Valid
	Item 13	0.818	0.2287	Valid
	Item 14	0.811	0.2287	Valid
	Item 15	0.606	0.2287	Valid
Y	Item 16	0.745	0.2287	Valid
	Item 17	0.704	0.2287	Valid
	Item 18	0.813	0.2287	Valid
	Item 19	0.681	0.2287	Valid
	Item 20	0.805	0.2287	Valid

Source: Processed research data, 2025

The results presented in Table 5 show that all questionnaire items have r-count values greater than the r-table value of 0.2287. This indicates that each item is able to measure the indicators of the research variables appropriately. Therefore, all items related to supervision, work

commitment, work discipline, and employee performance are declared valid and suitable for use as data collection instruments in this study.

Reliability Test

The reliability test is used to determine the consistency of the instrument in measuring the research variables. Reliability was examined using Cronbach's Alpha coefficient. An instrument is considered reliable if the alpha value exceeds 0.60, indicating acceptable internal consistency.

Table 6. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Remark
X1 (Supervision)	5	0.879	Reliable
X2 (Work Commitment)	5	0.926	Reliable
X3 (Work Discipline)	5	0.891	Reliable
Y (Employee Performance)	5	0.899	Reliable

Source: Processed research data, 2025

Based on 6, all variables have Cronbach's Alpha values greater than 0.70, indicating very good internal consistency. These results demonstrate that the questionnaire items are stable and consistent in measuring their respective constructs. Consequently, the instrument used in this research is considered reliable and trustworthy for further statistical analysis.

Overall, the results of the data quality tests confirm that the research instrument meets both validity and reliability requirements. This provides a strong foundation for proceeding to subsequent analyses, such as hypothesis testing and multiple regression analysis, to scientifically verify the proposed relationships among variables.

Classical Assumption Test Results

The classical assumption test was conducted as a preliminary step before conducting multiple linear regression analysis. This test aims to ensure that the regression model used in this study meets the necessary statistical assumptions, ensuring that the analysis results are not distorted and can be interpreted accurately. The classical assumptions tested in this study include normality, linearity, and variance.

The normality test is conducted to determine whether the residual data in the regression model follow a normal distribution. Normality is an important assumption in multiple linear regression because it ensures that the estimation results are unbiased and valid for inference.

Based on the Kolmogorov–Smirnov test results shown in Table 4.14, the maximum difference value (Dmax) is 0.086 with an Asymp. Sig. (2-tailed) value of 0.200. Since the significance value is greater than the alpha level of 0.05, it can be concluded that the residuals are normally distributed. Thus, the normality assumption of the regression model is fulfilled.

In addition, the Normal P–P Plot shown in Figure 4.13 indicates that the residual points are distributed along and close to the diagonal line and follow its direction. This graphical evidence further supports the conclusion that the data in this study are normally distributed and suitable for regression analysis.

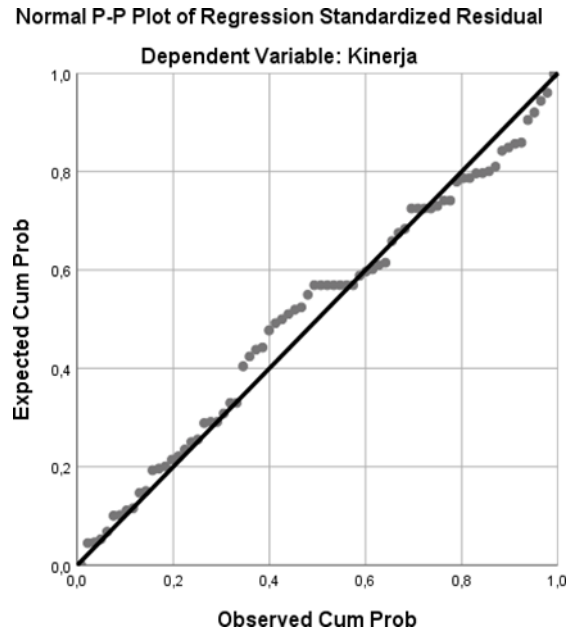


Figure 5. Normality Test Results

Table 7. Kolmogorov–Smirnov Test

Dmax	Asymp. Sig. (2-tailed)	Remark
0.086	0.200	Normally distributed

Source: Processed research data, 2025

Multicollinearity Test Results

The multicollinearity test is performed to determine whether strong correlations exist among the independent variables in the regression model. High multicollinearity may distort the estimation of regression coefficients and weaken the interpretability of the model.

The results of the multicollinearity test presented in Table 4.15 show that all independent variables have tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values below 10. Specifically, supervision (X1) has a tolerance value of 0.653 and a VIF of 1.532, work commitment (X2) has a tolerance value of 0.429 and a VIF of 2.329, and work discipline (X3) has a tolerance value of 0.357 and a VIF of 2.802.

These results indicate that there is no multicollinearity problem among the independent variables. Therefore, each independent variable is able to explain the dependent variable independently without excessive linear relationships with other predictors.

Table 7. Multicollinearity Test

Variable	Tolerance	VIF	Remark
X1 (Supervision)	0.653	1.532	No multicollinearity
X2 (Work Commitment)	0.429	2.329	No multicollinearity
X3 (Work Discipline)	0.357	2.802	No multicollinearity

Source: Processed research data, 2025

Heteroscedasticity Test Results

The heteroscedasticity test is conducted to examine whether the variance of residuals is constant across observations. A good regression model should not exhibit heteroscedasticity because unequal variances can affect the efficiency of parameter estimates.

In this study, the heteroscedasticity test is performed using the Glejser test. The results are shown in Table 4.16. The significance values for supervision (X1), work commitment (X2), and work discipline (X3) are 0.274, 0.108, and 0.206, respectively. All of these values are greater than the significance level of 0.05.

Since the significance values exceed 0.05, it can be concluded that heteroscedasticity does not occur in the regression model. This means that the residuals have constant variance and the regression model satisfies the homoscedasticity assumption.

Table 8. Glejser Test

Variable	t-value	Sig.	Remark
X1 (Supervision)	1.103	0.274	No heteroscedasticity
X2 (Work Commitment)	1.628	0.108	No heteroscedasticity
X3 (Work Discipline)	-1.276	0.206	No heteroscedasticity

Source: Processed research data, 2025

Summary of Classical Assumption Tests

Based on the results of the normality, multicollinearity, and heteroscedasticity tests, it can be concluded that the regression model in this study meets all classical assumptions required for multiple linear regression analysis. The residuals are normally distributed, the independent variables are free from multicollinearity, and the variance of errors is constant. Therefore, the model is appropriate and reliable for further hypothesis testing and regression analysis to examine the effects of supervision, work commitment, and work discipline on employee performance.

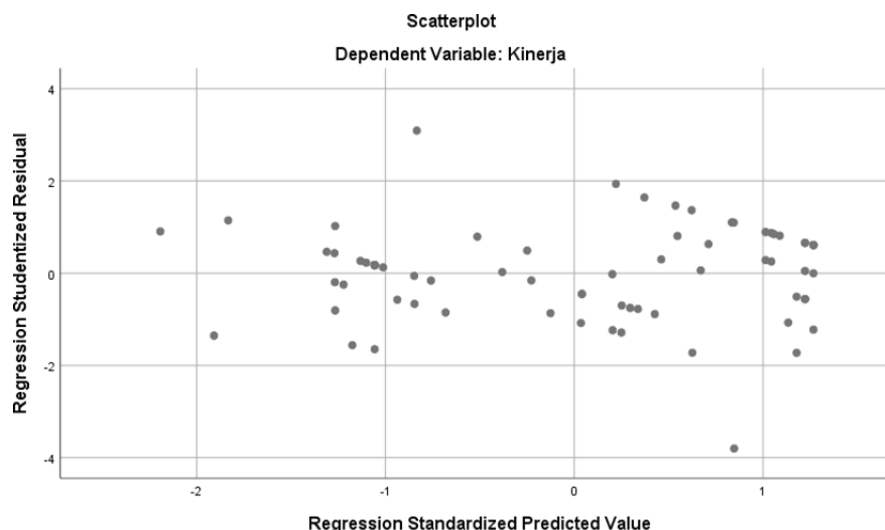


Figure 6. Scatterplot

To determine whether there is variability in the residual variables of the regression model, a homogeneity of variance test was performed. Based on the results of the Glejser test for variance shown in Table 8, the significance level for all independent variables exceeds 0.05. This indicates that there is no evidence of variability in the regression model. Furthermore, the

scatterplot results in Figure 6 indicate that the variables are randomly distributed and do not form a specific pattern (either narrow or wide). This situation indicates that the variances of the variables are homogeneously distributed, meaning there is no problem of heteroscedasticity in the regression model.

Based on the results of the classical assumption test, it can be concluded that the regression model used in this study meets all the necessary classical assumptions. Because the assumption of normality is met and there is no evidence of multicollinearity or heteroscedasticity, the regression model is considered suitable for use in the next stage of multiple linear regression analysis and hypothesis testing.

Multiple Linear Regression Analysis and Hypothesis Testing

Multiple linear regression analysis is used to determine the simultaneous or partial effects of independent variables on the dependent variable. In this study, regression analysis was conducted to test the effects of supervision (X1), participation (X2), and work discipline (X3) on employee performance (Y). This test was conducted after ensuring that the regression model met all standard assumptions.

Table 8. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
(Constant)	2.540	2.116	–	1.201	0.234
X1 (Supervision)	0.082	0.092	0.088	0.897	0.373
X2 (Work Commitment)	0.390	0.132	0.357	2.955	0.004
X3 (Work Discipline)	0.386	0.133	0.385	2.900	0.005

Source: Processed research data, 2025

The regression coefficient of supervision (X1) is positive at 0.082, indicating that improved supervision tends to increase employee performance, assuming other variables remain constant. However, its effect is relatively small.

The regression coefficient of work commitment (X2) is 0.390, showing that higher employee commitment substantially increases performance. Likewise, work discipline (X3) has a positive coefficient of 0.386, indicating that stronger discipline positively affects employee performance. These results imply that commitment and discipline are important predictors of employee performance in the organization.

F-Test Results (Simultaneous Hypothesis Testing)

The F-test is conducted to determine whether supervision, work commitment, and work discipline simultaneously affect employee performance. The results of the F-test are presented in

Table 9. F-Test Results

F-value	Sig.	Remark
29.724	0.000	Significant effect

Source: Processed research data, 2025

The calculated F-value is 29.724 with a significance level of 0.000. Since the significance value is less than 0.05, it can be concluded that supervision, work commitment, and work discipline jointly have a significant effect on employee performance.

These findings indicate that the combination of effective supervision, strong employee commitment, and good work discipline plays a crucial role in improving employee performance. Therefore, the simultaneous hypothesis is accepted.

T-Test Results (Partial Hypothesis Testing)

The t-test is used to analyze the partial effect of each independent variable on the dependent variable. The results are shown in Table 10.

Table 10. t-Test Results

Variable	t-value	Sig.	Remark
X1 (Supervision)	0.897	0.373	Not significant
X2 (Work Commitment)	2.955	0.004	Significant
X3 (Work Discipline)	2.900	0.005	Significant

Source: Processed research data, 2025

The supervision variable (X1) has a t-value of 0.897 with a significance level of 0.373, which is greater than 0.05. This indicates that supervision does not have a significant partial effect on employee performance. Work commitment (X2) has a t-value of 2.955 with a significance level of 0.004, which is below 0.05. This means that work commitment significantly affects employee performance. Employees with higher commitment tend to demonstrate better performance. Similarly, work discipline (X3) shows a t-value of 2.900 and a significance level of 0.005, which is also below 0.05. This confirms that work discipline has a significant partial effect on employee performance. Therefore, this study finds that work commitment and work discipline significantly influence employee performance, while supervision does not have a significant direct effect.

Coefficient of Determination Results

The coefficient of determination is used to measure how well the independent variables explain variation in the dependent variable. The results are presented in Table 10.

Table 11. Coefficient of Determination

R	R Square	Adjusted R Square
0.748	0.560	0.541

Source: Processed research data, 2025

The adjusted R-square value is 0.541, which means that 54.1 percent of the variation in employee performance can be explained by supervision, work commitment, and work discipline. The remaining 45.9 percent is influenced by other factors not included in the model, such as work motivation, leadership style, work environment, organizational culture, and other organizational variables.

The Influence of Supervision on Employee Performance

Based on the descriptive statistics, the supervision variable (X1) shows a very positive trend on performance. Ninety-six percent of respondents fell into the Agree and Strongly Agree categories, while only 4% fell into the Disagree and Somewhat Agree categories, and no respondents strongly disagreed. This finding indicates that supervision is perceived as effective and plays a significant role in improving performance. The t-test results indicate that supervision does not have a significant effect on employee performance. The insignificant influence of the supervision variable may be due to several factors. The implementation of

supervision within the organization is likely still formal and administrative, thus failing to address substantive aspects that can drive improved employee performance. Supervision that focuses solely on checking attendance, reporting, or procedural compliance without ongoing coaching and evaluation tends to be less effective in increasing work productivity. The weak influence of supervision can also be caused by a lack of consistency and follow-up on supervision results. Furthermore, it can also be caused by overly rigid leadership, insufficient human resources, and overly strict regulations.

According to Robbins and Judge (2017), the effectiveness of an organization's control system is largely determined by the consistency of its implementation and the leadership's commitment to following up on any findings. Without clear feedback and concrete corrective actions, supervision becomes a routine activity without a significant impact on employee work behavior. The results of this study align with those of Pratama and Hidayat (2019), who found that supervision has no significant impact on employee performance if it is merely a formality and is not accompanied by ongoing coaching. Research by Onavwie et al. (2023) also states that supervision that is not integrated with a clear reward and sanction system tends not to optimally improve performance. However, these findings differ from those of Mangkunegara (2016), who stated that effective, systematic, and continuous improvement-oriented supervision can improve employee discipline and performance. These differences in results indicate that the effectiveness of supervision is strongly influenced by the organizational context, work culture, and leadership style.

The Influence of Commitment on Employee Performance

Commitment has a significant impact on employee performance. Based on descriptive statistics, the commitment variable (X2) shows a very high level. All respondents (100%) fell into the Agree (32%) and Strongly Agree (68%) categories, with no respondents falling into the Strongly Disagree, Disagree, or Somewhat Agree categories. This finding indicates that respondents' commitment to the organization or their work is very strong and evenly distributed.

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Commitment influences performance because it reflects an individual's emotional attachment, sense of belonging, and willingness to exert maximum effort to achieve organizational goals. Individuals with a high level of commitment tend to demonstrate loyalty, responsibility, and consistency in completing tasks, thus directly impacting improved performance. This aligns with organizational commitment theory, which states that commitment is a crucial factor in shaping positive work behavior (Meyer & Allen, 1997).

The results of this study support previous research findings that indicate that organizational commitment has a positive and significant effect on employee performance. Research by Mathis and Jackson (2011) and Robbins and Judge (2017) confirmed that employees with high commitment tend to perform better because they are driven by alignment between personal values and organizational goals. Therefore, the higher the individual's commitment, the more optimal the performance.

The Influence of Work Discipline on Employee Performance

Based on descriptive statistics, the work discipline variable (X3) showed a very high level of influence. 68% of respondents strongly agreed and 31% agreed, while only 1% somewhat agreed, and no respondents disagreed or strongly disagreed. This distribution indicates that work discipline is well-ingrained in respondents and is perceived as an important part of daily work. These results are supported by a regression analysis, which shows that work discipline has a positive and significant effect on performance, with a regression coefficient of $\beta = 0.386$, a calculated t-value of 2.900, and a significance level of $0.005 < 0.05$. The standardized beta value ($\beta = 0.385$) is the highest compared to other variables, indicating that work discipline has the most dominant contribution in explaining performance variation. This finding confirms that the higher the level of work discipline, the higher the resulting performance.

Theoretically, work discipline reflects an individual's compliance with applicable rules, procedures, and work standards, which directly impacts work effectiveness and productivity. This aligns with Hasibuan's (2017) view that discipline is key to organizational success, and is supported by research by Robbins and Judge (2017) which confirms that disciplined work behavior contributes significantly to individual performance. Thus, the findings of this study strengthen empirical evidence that work discipline is a key determinant of improved performance.

The Influence of Supervision, Commitment, and Work Discipline on Employee Performance

Concurrently, supervision, commitment, and work discipline have been shown to have a significant impact on employee performance. This indicates that employee performance is not influenced by a single factor, but rather the result of the interaction of various factors in the workplace. Therefore, initiatives aimed at improving employee performance must be implemented in an integrated manner, including strengthening the supervisory system, increasing employee engagement, and enforcing discipline in the workplace. The results of the regression analysis indicate that supervision (X1) has a positive regression coefficient ($B = 0.082$), but does not significantly influence performance, as indicated by the calculated t-value $= 0.897 < t\text{-table}$ and $\text{Sig.} = 0.373 > 0.05$. This finding suggests that although supervision is perceived positively by respondents, its influence on performance is not statistically strong enough. This indicates that existing supervision may have become routine or formal and is no longer a key differentiating factor in improving performance.

Conversely, commitment (X2) was shown to have a positive and significant effect on performance, with a regression coefficient $B = 0.390$, a calculated t-value $= 2.955$, and a $\text{Sig.} = 0.004 < 0.05$. The standardized beta value ($\beta = 0.357$) indicates that commitment has a fairly strong contribution in explaining performance variation. This result is consistent with previous descriptive findings, which showed that all respondents fell into the agree or strongly agree categories, indicating a high level of commitment and direct implications for performance improvement. Furthermore, variable X3 also showed a positive and significant effect on performance ($B = 0.386$; $\text{Sig.} = 0.005$), even with the highest beta value ($\beta = 0.385$). Overall, the regression results confirm that internal individual factors, particularly commitment and variable X3, have a more dominant influence on performance than structural factors such as supervision. This finding reinforces the view that performance is determined not only by organizational control systems, but primarily by an individual's psychological attachment and internal drive to their work.

Conclusion

The supervision variable (X1) does not significantly influence employee performance, as indicated by a significance value of 0.373 (>0.05). The commitment variable (X2) has a significant influence on employee performance with a t-value of 2.955 and a significance level of 0.004. The work discipline variable (X3) also has a significant impact on employee performance with a t-value of 2.900 and a significance level of 0.005. The findings of this study indicate that supervision, commitment, and work discipline collectively have a significant influence on employee performance with an R-squared value of 0.541.

Recommendations

Based on the research findings and conclusions, the researcher proposes several recommendations that may be beneficial to stakeholders. Leaders in charge should strive to continuously improve the effectiveness of supervision through regular performance evaluations and constructive feedback. Supervision that motivates and inspires employees should encourage them to take maximum responsibility for their work. The South Sulawesi Provincial Social Service should strengthen employee engagement by providing a positive work environment, rewarding outstanding performance, and improving communication between leaders and staff. Based on the limitations of this study, future research is recommended to develop the research model by adding other variables that potentially influence performance, such as work motivation, job satisfaction, leadership style, organizational culture, and the work environment. Furthermore, the use of a mixed methods approach through interviews or observations should be considered to delve deeper into contextual factors that cannot be explained quantitatively. Future research is also recommended to expand the number of respondents, objects, and organizational contexts studied, or to use a longitudinal design, so that the research results have stronger generalizability and are able to capture the dynamics of changes in commitment and work discipline on performance over a certain period.

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