



Influence Of Supervision And Human Relations On Employee Performance Through Motivation: Evidence From The Karo District Environmental Office

Erguna Samuel Sinukaban^a, Syaifuddin², Salman Faris², Illyan Chandra Simbolon²

¹ *Student of Master Management, Faculty of Economics, Universitas Prima Indonesia,*

² *Center Of Excellence for Human Resource Management Research and Innovation Center,*

Universitas Prima Indonesia

Email: syaifuddin@unprimdn.ac.id

ABSTRACT

This study aims to examine the influence of supervision and human relations on employee performance through motivation: evidence from the Karo District environmental office, with Motivation serving as an intervening variable. The research population consisted of all 31 permanent employees of the agency. Given the relatively small population size, a saturated sampling technique was applied, meaning all members of the population were included as research subjects. Data were collected through questionnaires as the primary source and documentation studies as the secondary source. The data were then analyzed quantitatively using SPSS version 25 with t-tests, Sobel tests, and path analysis. The findings reveal that Supervision has a positive and significant impact on employee Motivation. Similarly, Human Relations were found to positively and significantly influence Motivation. This indicates that effective supervision and harmonious interpersonal relationships contribute to higher levels of work motivation among employees. Furthermore, both Supervision and Human Relations demonstrated a positive and significant effect on employee Performance. Motivation itself was also shown to have a positive and significant effect on Performance, suggesting that employees with stronger motivation tend to achieve better work outcomes. The results of path analysis and the Sobel test confirmed that Motivation mediates the relationship between Supervision and Performance, as well as between Human Relations and Performance. These findings highlight the crucial role of Motivation in strengthening the influence of supervisory practices and interpersonal relations on employee performance. Overall, the study emphasizes that effective supervision, strong human relations, and high motivation are key determinants in improving the performance of employees at the Karo Regency Environmental Agency.



Keyword: Human Relations , Performance, Motivation and Supervision

INTRODUCTION

In the modern bureaucratic era, employee performance is a key factor in achieving effective public services. Good employee performance is not only determined by individual abilities but also influenced by organizational factors, such as supervision and human relations. Effective supervision can motivate employees to perform according to established standards, while harmonious working relationships between employees can create a conducive work environment, increase satisfaction, and strengthen work motivation.

Employee motivation is an internal drive that influences a person's behavior and performance. Motivated employees tend to be more productive, disciplined, and oriented toward achieving organizational goals. Therefore, supervision and human relations not only directly impact performance but can also indirectly influence it through motivation as an intervening variable.

The Karo Regency Environmental Service, as an institution that plays a vital role in environmental management and public services, demands optimal employee performance to achieve organizational goals. However, in practice, several issues related to coordination, supervision, and relationships between employees can impact employee motivation and performance. This phenomenon necessitates research to understand the extent to which supervision and human relations influence employee performance through motivation, thus providing a basis for a more effective human resource management strategy within the Karo Regency Environmental Service. Therefore, this study was conducted to analyze the extent to which supervision and human relations influence employee performance through motivation as an intervening variable. The results of this study are expected to serve as a basis for the Karo Regency Environmental Service in designing a more effective human resource management strategy, thereby improving employee performance and optimizing public services.

LITERATURE REVIEW

1.1. Performance.

Performance is essentially the work results achieved by an individual or group of individuals within an organization in accordance with their respective authorities and responsibilities, with the aim of achieving organizational targets legally, without violating the law, and in accordance with applicable norms and ethics. Performance is not only measured in terms of the quantity of work results, but also includes the quality, timeliness, and level of responsibility demonstrated by



employees in carrying out their duties. Sumiati et al (2023) also explain that employee performance can be influenced by internal factors, such as ability, skills, motivation, and work discipline, as well as external factors, such as the work environment, leadership, and supervisory systems. Therefore, performance management must be carried out comprehensively by considering various aspects that affect employee work productivity.

Thus, performance can be understood as the result of the integration of various mutually supportive individual, environmental, and organizational factors. In the context of government agencies, employee performance plays a crucial role in determining the quality of public services and the success of achieving the organization's work programs.

1.2 Supervision

Supervision is a management function aimed at ensuring that work is carried out in accordance with the organization's established plans, standards, procedures, and objectives. Through supervision, leaders can monitor the performance of subordinates, identify emerging obstacles, and provide direction or improvements to ensure work is carried out more effectively and efficiently.

According to Hadibroto in Fahmi (2017), supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out is in accordance with established plans. Similarly, Terry (2005) states that supervision is a systematic effort to establish performance standards, compare results achieved with those standards, and take corrective action if there are deviations.

From these various definitions, it can be concluded that supervision is a managerial process involving the monitoring, evaluation, and directing of employee performance to ensure it aligns with organizational goals. Good supervision will help improve discipline, prevent deviations, and encourage effectiveness and efficiency within the organization.

1.3 Human Relations

Human relations, or interpersonal relations, is a concept that emphasizes the importance of harmonious interaction, cooperation, and communication between individuals within an organization. It focuses on how good relationships can create a conducive work environment, boost morale, and strengthen a sense of community within the workplace.

According to Davis and Jhon (2009) , human relations are interactions arising from relationships between individuals, both within and outside the organization, which aim to foster cooperation, motivation, and satisfaction in work. Meanwhile, according to Siagian (2008) , human relations



are formal and informal relationships that exist between superiors and subordinates or between employees in an organization, which are based on mutual respect, mutual understanding, and cooperation to achieve common goals. Handoko (2014) also explains that human relations are the skills of managers in creating, maintaining, and developing harmonious relationships with subordinates, coworkers, and other parties related to the organization. With good working relationships, conflict can be minimized, communication runs more effectively, and employee loyalty to the organization can be increased.

From these various definitions, it can be concluded that human relations is the process of building harmonious interpersonal relationships based on cooperation, effective communication, and mutual respect. In an organizational context, human relations is a crucial factor influencing job satisfaction and motivation, ultimately improving employee performance.

1.4 Motivation

Motivation is a crucial factor in determining a person's behavior and performance at work. In general, motivation can be understood as an internal or external drive that influences a person to act, be enthusiastic, and strive to achieve certain goals. Motivation provides energy, direction, and perseverance, enabling employees to carry out tasks consistently and productively. According to McClelland in Suwanto (2020), motivation is a process that explains a person's intensity, direction, and persistence in achieving goals. Meanwhile, Sutrisno (2016) defines motivation as providing a driving force that creates a passion for work so that they are willing to cooperate, work effectively, and integrate with all efforts to achieve satisfaction. Meanwhile, according to Mangkunegara (2016), motivation is a condition that drives a person to achieve desired goals, whether originating from within the individual (intrinsic) or from outside the individual (extrinsic).

Motivation is also closely related to employee needs. Maslow's theory of needs explains that humans are motivated to fulfill needs ranging from the most basic, such as physiological and safety, to higher-order needs, such as esteem and self-actualization. This suggests that motivation is influenced not only by material factors, but also by recognition, development opportunities, and job satisfaction.

Thus, motivation can be understood as the driving force that determines how much effort employees put into their work. In an organizational context, motivation is a key factor mediating the influence of various managerial variables, such as supervision and interpersonal relationships, on improving employee performance.



METHODS

In this study, the independent variables consist of X1, namely Supervision, and X2, namely Interpersonal Relations. The intervening variable used is Z, namely Motivation, while the dependent variable studied is Y, namely Performance. By using an associative approach, this study is expected to provide a clear picture of the extent to which supervision and interpersonal relations influence employee performance, both directly and through motivation as an intermediary variable.

Sampling

According to Sugiyono (2018), a sample is a portion of the population and its characteristics. In other words, a sample represents the population used as the object of research. However, because the population in this study is relatively small, the sampling technique used is saturated sampling. Saturated sampling is a sampling technique that uses all members of the population as research samples. Based on these considerations, this study involved the entire population, namely 31 permanent employees at the Karo Regency Environmental Service. Thus, the number of samples used is the same as the population, so that the results of the study are expected to describe the condition of the population as a whole without the need for broader generalizations.

Data collection

According to Sanusi (2011), data sources in research can be divided into two categories. First, primary data, which is data obtained directly and first recorded by the researcher from the original source. In this study, primary data was collected through distributing questionnaires to respondents, so that the information obtained truly reflects the actual conditions in the field. Second, secondary data, which is data that is already available and collected by other parties, not directly by the researcher. In this study, secondary data was obtained from various literature, such as books, scientific journals, and other reading sources relevant to the research variables, namely Supervision, Interpersonal Relations, Motivation, and Performance. By combining these two types of data, it is hoped that the research results will be more comprehensive and have a strong theoretical and empirical foundation.

Path Analysis

According to Imam Ghozali (2005), path analysis is a development of multiple linear regression analysis. This analysis is used to estimate relationships between variables that have been previously formulated based on theoretical foundations. In other words, path analysis utilizes



regression as an analytical tool to examine causal patterns involving more than one variable, whether independent, dependent, or intervening. This technique allows researchers to determine the direct and indirect effects of independent variables on dependent variables through intervening variables.

RESULTS

Path Analysis of Sub Model II

The amount of R² or R-square value is contained in the following table.

Test Results *Model Summary* Sub Model II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.585	.539	.309

a. Predictors: (Constant), Motivation, Supervision, Human Relation

The results of the Model Summary test show that the correlation coefficient (R) value is 0.765, which means there is a strong relationship between the independent variables, namely Supervision, Interpersonal Relations, and Motivation, with the dependent variable, namely Performance. Furthermore, the coefficient of determination (R Square) value of 0.585 indicates that the three independent variables are able to explain the variation in changes in Performance by 58.5%. Meanwhile, the remaining 41.5% is influenced by other factors not included in this research model. The Adjusted R Square value obtained was 0.539, indicating more controlled results because it had been adjusted for the number of independent variables and the research sample. This figure emphasized that the contribution of the Supervision, Interpersonal Relations, and Motivation variables to Performance remained quite significant even considering the sample size. The Standard Error of the Estimate value of 0.309 indicated a relatively small level of prediction error, so the research model can be said to be suitable for use in estimating the influence of independent variables on employee performance.



Sobel Test

Sobel Test Results

Variable	<i>Unstandardized</i>	<i>Std. Error</i>	<i>Test Statistics</i>	<i>Std. Error</i>	<i>P-Value</i>
Supervision to Motivation	0.193	0,057	2,423	0,038	0,015
Motivation to Performance	0,479	0,138			
<i>Human Relations</i> on Motivation	0,178	0,052	2,437	0,034	0,014
Motivation to Performance	0,479	0,138			

Source: Data Processed with *Calculation for the Sobel Test, 2025*

Based on the Sobel Test calculation results (2025), it was obtained that the Supervision variable on Motivation has an unstandardized coefficient value of 0.193 with a standard error of 0.057 and a statistical test value of 2.423 with a significance level of 0.015. These results indicate that supervision has a positive and significant effect on employee motivation. This means that the better the supervision carried out, the higher the work motivation felt by employees. Furthermore, the Human Relations variable on Motivation obtained an unstandardized coefficient value of 0.178 with a standard error of 0.052, a statistical test value of 2.437, and a significance level of 0.014. This finding indicates that interpersonal relationships also have a positive and significant influence on employee motivation. In other words, the more harmonious the working relationship between superiors and subordinates, as well as between employees, the greater the motivational drive that emerges. The Motivation-to-Performance variable has a coefficient value of 0.479 with a standard error of 0.138. These results indicate that motivation has a positive and significant influence on employee performance. This confirms that motivation is a crucial factor in driving employees to work more optimally and achieve better performance.

Thus, the results of the Sobel Test analysis prove that motivation plays a role as a mediating variable in strengthening the influence of supervision and interpersonal relations on employee performance at the Karo Regency Environmental Service.



DISCUSSION

1. Effect of Supervision on Motivation

The results of the study indicate that supervision has a positive and significant effect on employee motivation. The coefficient value of supervision on motivation is 0.193 with a significance level of 0.015 (<0.05). This indicates that the better the supervision system implemented, the higher the employee work motivation at the Karo Regency Environmental Service.

These findings demonstrate that supervision serves not only as a control tool but also as a means of coaching and directing employees. Regular, objective, and fair supervision fosters a sense of responsibility in employees' performance. When employees feel their performance is being noticed and guided by their superiors, their motivation to perform better increases. Conversely, weak supervision can foster apathy, decrease work discipline, and even weaken employee motivation. These research findings align with the opinion of Leylia Khairani, Robi Sugara, and Hasmanan Khair (2022), who stated that supervision is an activity to observe, correct, and direct work implementation to ensure it aligns with predetermined plans. Through supervision, employees feel more controlled, guided, and assured in carrying out their duties, thus increasing their work motivation. Similarly, Robbins and Ali Listriana (2022) emphasized that effective supervision can boost work morale and encourage individuals to perform better. Therefore, it can be concluded that good, clear, and consistent supervision plays a crucial role in enhancing employee motivation. This is a key factor that organizational leaders must consider in efforts to improve human resource performance.

2. Effect of Human Relations on Motivation

The results of the study indicate that Human Relations has a positive and significant effect on employee motivation. The coefficient value of the influence of Human Relations on motivation is 0.178 with a significance level of 0.014 (<0.05). This means that the better the interpersonal relationships that exist in the work environment, the higher the employee motivation in carrying out their duties. This finding illustrates that harmonious working relationships between superiors and subordinates and between employees can create a conducive work atmosphere. When communication runs well, there is an attitude of mutual respect, and solid cooperation, employees will feel more comfortable, appreciated, and motivated to provide the best performance. Conversely, less harmonious working relationships can cause conflict, reduce work enthusiasm, and even have an impact on low employee productivity. These results are consistent with the opinion of Rispayani Halim (2020) who stated that human relations are interactions between individuals aimed at building cooperation, motivation, and satisfaction in work. Likewise, Lidia



Lengkey, Meity D. Himpong, and Norma N. Mewengkang (2015) emphasized that good interpersonal relationships can increase a sense of togetherness and employee loyalty to the organization. In other words, the quality of positive work relationships can be a driving factor in the emergence of high work motivation. Based on these findings, it can be concluded that human relations plays a crucial role in building employee work motivation. Harmonious work relationships foster a sense of belonging to the organization, strengthen emotional bonds between employees, and increase the drive to achieve shared goals.

3. The effect of supervision on performance through motivation

The research results show that supervision influences employee performance through motivation as an intervening variable. Path analysis and the Sobel test demonstrate that motivation significantly mediates the relationship between supervision and performance. This means that good supervision not only directly impacts employee performance but also has an indirect effect through increased work motivation.

These findings indicate that when supervision is conducted clearly, fairly, and consistently, employees feel more focused in carrying out their duties. The feeling of being cared for by superiors fosters an internal drive to perform better. This motivation then becomes the driving force for employees to improve work quality and productivity. Therefore, effective supervision has a dual impact: directly improving performance while strengthening motivation, ultimately leading to improved performance. These results align with Siagian's (2016) opinion, which states that good supervision functions not only as a control tool but also as a coaching effort that can foster work enthusiasm. Similarly, Robbins and Judge (2017) emphasize that motivation acts as a psychological mechanism that bridges the influence of managerial factors, including supervision, on individual performance achievement. Therefore, it can be concluded that motivation plays a crucial role in strengthening the relationship between supervision and employee performance. Without motivation, supervision by superiors may not be fully effective in driving optimal performance. Therefore, effective supervision must always be accompanied by efforts to increase employee work motivation.

4. The effect of human relations on performance through motivation

The results of the study indicate that interpersonal relations (HR) influence employee performance through motivation as an intervening variable. Path analysis and the Sobel test show that motivation significantly mediates the relationship between HR and performance. This means that good working relationships not only have a direct impact on performance improvement but also increase work motivation, which in turn contributes to improved employee performance. These



findings indicate that the quality of relationships between employees and between superiors and subordinates influences employee morale. When communication is effective, cooperation is well-established, and mutual respect exists in the work environment, employees feel motivated to deliver their best work. This increased motivation then becomes a key driver in improving productivity, accuracy, and performance quality. The results of this study align with Davis's (2010) view, which states that HR plays a role in building cooperation, increasing motivation, and creating job satisfaction. Hasibuan (2017) also emphasized that harmonious HR will foster a sense of togetherness, loyalty, and employee commitment to the organization, which ultimately has a positive impact on performance. Thus, it can be concluded that motivation plays a significant role as a mediator in strengthening the influence of HR on employee performance. Therefore, organizations need to create a work environment that supports good interpersonal relationships so that employee motivation and performance can increase optimally.

CONCLUSION

Based on the results of data analysis and discussion, this study concludes that Supervision and Human Relations have a positive and significant effect on employee motivation at the Karo Regency Environmental Service. The better the supervision provided and the more harmonious the working relationship between employees and between superiors and subordinates, the higher the work motivation of employees. Furthermore, Motivation is proven to have a positive and significant effect on Performance, which indicates that motivated employees tend to work more productively, are disciplined, and produce better performance. The results of the path analysis and Sobel test also show that motivation acts as an intervening variable, which mediates the effect of supervision and human relations on performance. In other words, supervision and human relations not only improve performance directly, but also through increasing employee motivation. Overall, this study confirms that the combination of effective supervision, harmonious working relationships, and high motivation are key factors in improving employee performance, so that government agencies can achieve organizational goals optimally.

LIMITATION

Based on the research results, several suggestions can be given to improve employee performance at the Karo Regency Environmental Service. First, the organization is advised to continue to improve the quality of supervision so that employees are more motivated in carrying out their duties, because clear, fair, and consistent supervision can encourage discipline and work productivity. Second, strengthening working relationships between employees and between



superiors and subordinates needs to be considered through communication training, team building, and activities that strengthen interpersonal relationships, because harmonious working relationships will increase employee motivation and performance. Third, employee motivation should be strengthened through the provision of appropriate awards, recognition, or incentives, so that employees are encouraged to achieve optimal performance. For further research, it is recommended to add other variables that can influence performance, such as job satisfaction, organizational culture, or workload, for a more comprehensive analysis.

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