

## THE EFFECT OF SUPERVISION AND WORK ENVIRONMENT ON EMPLOYEE WORK SPIRIT AT THE DEPARTMENT OF INDUSTRY AND TRADE OF SIBOLGA CITY

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### ABSTRACT

This study aims to determine the effect of supervision and work environment on employee morale at the Department of Industry and Trade of Sibolga City. The type of research used in this study is descriptive and verificative research with a quantitative approach. The sample in this study consisted of employees at the Department of Industry and Trade of Sibolga City, with questionnaires distributed to 30 (thirty) respondents. The results of the study show that based on the coefficient of determination analysis, a value of 0.780 was obtained. This means that 78% of the variation in the dependent variable (employee morale) is explained jointly by the independent variables (supervision and work environment), while the remaining 22% is influenced by other factors not examined in this study, such as communication, leadership, motivation, compensation, incentives, job division, rotation, and others. From the t-test results, it is known that the calculated t-value for supervision is  $2.505 > t\text{-table } 2.05183$  with a significance of  $0.019 < 0.05$ , and for work environment is  $6.106 > t\text{-table } 2.05183$  with a significance of  $0.000 < 0.05$ . Therefore, the hypotheses stating that supervision has a positive and significant effect on employee morale and that the work environment has a positive and significant effect on employee morale at the Department of Industry and Trade of Sibolga City are accepted. Furthermore, from the F-test results, it is known that the calculated F-value is  $47.841 > F\text{-table } 3.35$  and the significance is  $0.000 < 0.05$ . Thus, the hypothesis stating that supervision and work environment simultaneously have a positive and significant effect on employee morale is accepted.



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## INTRODUCTION

In the era of globalization and the rapid development of the modern workplace, organizations are required to continuously improve effectiveness and efficiency in order to achieve their goals. In both public and private organizations, the success of achieving objectives largely depends on how management performs its functions, particularly in supervision and work environment management.

Similarly, in government institutions such as the Department of Industry and Trade of Sibolga City, supervision and work environment are not merely administrative supporting factors but also determinants of success in delivering professional, efficient, and citizen-oriented public services. Therefore, improving supervision systems and creating a safe and comfortable work environment must become strategic priorities in human resource management within the public sector. Employee morale can be enhanced when supervision is carried out wisely and educatively, and when the work environment is managed by considering both physical and psychological needs of employees.

Based on preliminary research conducted through informal interviews and direct observation at the Department of Industry and Trade of Sibolga City, it was found that supervision is still ineffective. Supervision from superiors tends to be formalistic, focusing more on administrative assessment rather than comprehensive performance development.

Additionally, the physical work environment is not fully supportive, as indicated by inadequate facilities and infrastructure in several office sections, limited workspace, insufficient work equipment, and suboptimal lighting conditions. These factors are considered less supportive of safety and comfort at work.

The non-physical work environment is also less conducive, as seen in less harmonious relationships in some divisions, lack of communication between employees and superiors, and limited employee involvement in decision-making processes. This causes some employees to feel undervalued. As a result, while some employees complete their tasks with high enthusiasm, others perform their duties merely as obligations without strong work spirit.

Based on these issues, the author intends to conduct a study entitled "The Effect of Supervision and Work Environment on Employee Morale at the Department of Industry and Trade of Sibolga City."

## THEORETICAL FRAMEWORK

According to Kadarisman (2015:129), supervision is "a continuous process to ensure that the implementation of tasks, functions, and authority does not deviate from established rules in order to achieve organizational goals." Meanwhile, Siagian (2018:135) defines supervision as "the process of observing all organizational activities to ensure that all work is carried out according to the planned objectives."

Thus, supervision can be concluded as the process of monitoring organizational activities to ensure that all work is carried out in accordance with predetermined plans. According to Busro (2018:160), supervision is necessary in organizations for several reasons:

1. Human beings as operators of activities are imperfect and inherently limited in interpreting plans.
2. Limitations in ability, knowledge, and skills.
3. Even with good intentions, dedication, and effort, errors may still occur.
4. Not all organizational members consistently demonstrate ideal behavior.

According to Handoko (2017:363), factors influencing supervision include:

1. Changes in the organizational environment
2. Increasing organizational complexity
3. Occurrence of errors

#### 4. The need for managers to delegate authority

According to Mangkunegara (2015:17), the work environment includes clear job descriptions, challenging targets, effective communication patterns, a conducive work climate, and adequate facilities. Meanwhile, Nitisemito (2018:183) defines the work environment as “everything surrounding employees that can influence them in carrying out their duties.”

Thus, the work environment can be defined as all factors surrounding employees that affect their performance. According to Tohardi (2017:427), employee morale is “the ability of a group of individuals to work together enthusiastically and consistently toward shared goals.” Nitisemito (2018:160) defines it as “performing work more enthusiastically so that it can be completed faster and better.”

Therefore, employee morale is the behavior of individuals or groups that creates a positive atmosphere in performing work with dedication to achieve optimal performance. According to Handari (2015:68), factors influencing employee morale include:

1. Interest in the job
2. Salary or wages
3. Social status of the job
4. Work atmosphere and relationships
5. Job objectives

## RESEARCH METHODOLOGY

### Research Type

This study uses descriptive and verificative research methods with a quantitative approach.

### Research Location and Time

The research was conducted at the Department of Industry and Trade of Sibolga City, located at Tenggiri Street No. 10, Sibolga City. The research period was planned from April 2025 to August 2025.

### Population and Sample

The population in this study consisted of 120 employees at the Department of Industry and Trade of Sibolga City, including:

- 41 civil servants
- 12 government contract employees (PPPK)
- 67 honorary employees

Since the population exceeds 100 individuals, 25% of the population (30 employees) were selected as the sample.

### Types and Sources of Data

The study uses quantitative data from two sources:

#### a. Primary Data

Data collected directly through questionnaires and interviews with employees.

#### b. Secondary Data

Data obtained indirectly from existing sources.

### Data Collection Techniques

1. Literature Study  
Reviewing books, journals, and regulations relevant to the research topic.
2. Field Study

- Interviews: Direct discussions with relevant parties
- Questionnaires: Written questions answered by respondents

### Data Analysis Techniques

The research problem was analyzed using multiple regression analysis, with the following stages:

- Validity test
- Reliability test
- Normality test
- Multicollinearity test
- Correlation coefficient analysis
- Heteroscedasticity test
- Coefficient of determination test
- Simultaneous test (F-test)
- Partial test (t-test)

## RESEARCH RESULTS AND DISCUSSION

### Research Results

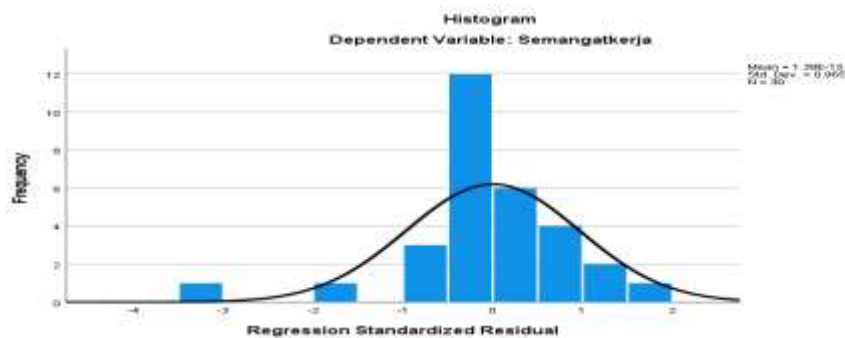
#### Classical Assumption Test

##### a. Data Normality Test

The normality test aims to determine whether data follows or approximates a normal distribution, namely a bell-shaped distribution.

##### 1. Analisis Grafik.

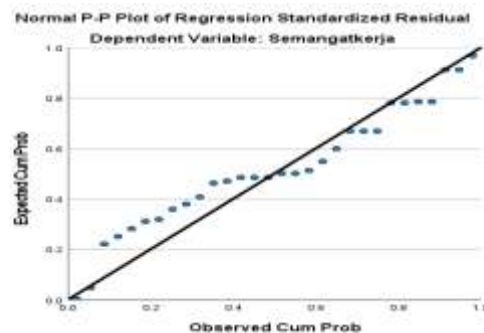
Hasil pengujian normalitas dapat dilihat sebagaimana pada gambar 1.1



**Figure 1** Histogram Graph of Supervision Variables, Work Environment and Work Morale

Source: Research Results, 2025 (Processed Data)

Figure 1.1 shows that the variables are normally distributed. This is



**Figure 2** Normal P-P Plot of Regression Standardized Residual

Source: Research Results, 2025 (Processed Data)

In Figure 1.2, the P-P plot shows that the points are spread around the diagonal line and follow the diagonal line, so it can be concluded that the data obtained is normally distributed.

## 2. Statistical Analysis.

One of the statistical tests to test normality is the Kolmogorov Smirnov (K-S) statistical test. This test is carried out by making a hypothesis: If the probability (Asymp. Sig) is below 0.05 and the KS Z value is above the Z value for 0.05 of 1.97 then  $H_0$  is rejected meaning the residual data is not normally distributed, if the probability is above 0.05 and the KS Z value is below the Z value for 0.05 which is 1.97 means the residual data is normally distributed. The results of the Kolmogorov Smirnov test can be seen in table 1.1.

Table 1.1  
Colmogrov-Smirnov Normality Test Results  
Supervision, Work Environment, and Work Morale Variables  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardiz ed Residual	
N		30	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	1.99186533	
Most Extreme Differences	Absolute	.145	
	Positive	.107	
	Negative	-.145	
Test Statistic		.145	
Asymp. Sig. (2-tailed) <sup>c</sup>		.109	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.105	
	99% Confidence Interval	Lower Bound	.097
		Upper Bound	.113

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

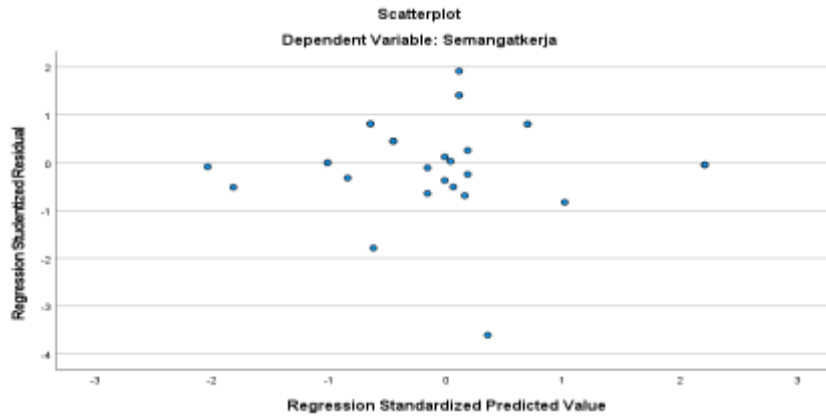
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Research Results, 2025 (Processed Data)

From the table above, it can be seen that the Asymp. Sig. is 0.109 > probability 0.05 and the Kolmogorov Smirnov Z value is 0.145 < the Z value for sig 5%, which is 1.97, which means that both variable data are normally distributed.

### a. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of unequal variances of the residuals for all observations in the regression model. A prerequisite that must be met in a regression model is the absence of symptoms of heteroscedasticity..



**Figure 3** Heteroscedasticity Test Results  
Source: Research Results, 2025 (Processed Data)

Based on Figure 1.3 above, it can be seen that the points are spread randomly and are spread both above and below zero on the Y axis, so it can be concluded that there is no heteroscedasticity problem.

**b. Multicollinearity Test**

The multicollinearity test aims to determine whether a correlation exists between independent variables in a regression model. A good regression model is one in which there is no correlation between independent variables. In this study, the presence or absence of multicollinearity in a regression model can be detected by the tolerance value and its opposite, the Variance Inflation Factor (VIF). Tolerance measures the variability of the selected independent variable and is not explained by other independent variables. Therefore, a low tolerance value equates to a high VIF value, as VIF equals 1/tolerance.

1. The requirements for decision-making using tolerance and VIF values are as follows:
2. 1. If the tolerance value is >0.10 or the VIF value is <10, multicollinearity is not present.
3. 2. If the tolerance value is <0.10 or the VIF value is >10, multicollinearity is present.

**Table 2** Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pengawasan	.646	1.549
	Lingkungan Kerja	.646	1.549

Source: Research Results, 2025 (Processed Data)

From table 1.2 above, it can be concluded that the tolerance value for each variable (Supervision is 0.646 and Work Environment is 0.646). The VIF value for each variable is 1.549 and 1.549. Based on the results above, the calculation of the tolerance value is more than 0.10 and the VIF value does not exceed 10. These results can be concluded that there is no multicollinearity in all variables in the regression model.

**Correlation Coefficient Analysis**

To find out whether there is a correlation between Supervision (variable X1) and Work Environment (X2) with Work Spirit (variable Y), the values from the table above can be entered into the SPSS V27 program, with the results as in table 1.3.

**Table 3** Output Correlation Coefficient  
*Correlations*

		Pengawasa n	Lingkungkank erja	Semangatkerj a
Pengawasan	Pearson Correlation	1	.595**	.690**
	Sig. (2-tailed)		.001	.000
	N	30	30	30
Lingkunganke rja	Pearson Correlation	.595**	1	.854**
	Sig. (2-tailed)	.001		.000
	N	30	30	30
Semangatkerja	Pearson Correlation	.690**	.854**	1
	Sig. (2-tailed)	.000	.000	
	N	30	30	30

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Research Results, 2025 (Processed Data)**

From table 1.3 above, it can be seen that there is a relationship between Supervision and Work Morale of 0.690 and a relationship between Work Environment and Work Morale of 0.854, so the correlation coefficient found between Supervision and Work Morale of 0.690 is included in the strong category, while the correlation between Work Environment and Employee Work Morale of 0.854 is included in the very strong category. So there is a strong relationship between Supervision and Employee Work Morale and a very strong relationship between Work Environment and Employee Work Morale at the Sibolga City Industry and Trade Office.

#### **Analysis of the Coefficient of Determination**

Furthermore, to find out the extent of the influence of Supervision and the Work Environment on the Work Spirit of Employees at the Sibolga City Industry and Trade Service, this can be seen in Table 1.4.

**Table 4** Output of Determination Coefficient  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 <sup>a</sup>	.780	.764	2.06432

a. Predictors: (Constant), Lingkungkankerja, Pengawasan

b. Dependent Variable: Semangatkerja

**Source: Research Results, 2025 (Processed Data)**

Based on Table 1.4 in the R Square column, it can be concluded that the coefficient of determination is 0.780 or 78%, this figure explains that 78% of the variation in employee work spirit at the Sibolga City Industry and Trade Office can be explained by the Supervision and Work Environment variables together, while the remaining 22% is influenced by other variables not examined in this study. Or in other words, employee work spirit at the Sibolga City Industry and Trade Office is 78% influenced by Supervision and Work Environment factors at the Sibolga City Industry and Trade Office, while the remaining 22% is influenced by other factors not examined by the author in this study such

as Communication, Leadership, Motivation, Compensation, Incentives, Division of Work, Rotation, and so on.

### Multiple Linear Regression

Furthermore, to determine the significant influence between variables X1, X2 and Y, multiple linear regression calculations are carried out as in table 4.19.

**Table 5** Regression Coefficient Output and T-Test (Hypothesis Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.706	3.741		.723	.476		
Pengawasan	.274	.109	.282	2.505	.019	.646	1.549
Lingkungan kerja	.641	.105	.686	6.106	.000	.646	1.549

a. Dependent Variable: Semangatkerja

**Source: Research Results, 2025 (Processed Data)**

Based on Table 4.19 above, the regression equation obtained is:  $Y = 2.706 + 0.274X_1 + 0.641X_2$ , which can be interpreted as follows:

1. The regression constant value of 2.706 indicates that when Supervision and Work Environment are constant or  $X = 0$ , the Employee Morale at the Department of Industry and Trade of Sibolga City is 2.706.
2. The regression coefficient of Supervision (Variable  $X_1$ ) is 0.274, which has a positive effect on Employee Morale (Variable Y). This means that if Supervision increases, assuming other variables remain constant, it will lead to an increase in employee morale at the Department of Industry and Trade of Sibolga City.
3. The regression coefficient of Work Environment (Variable  $X_2$ ) is 0.641, which also has a positive effect on Employee Morale (Variable Y). This means that if the Work Environment improves, assuming other variables remain constant, it will increase employee morale at the Department of Industry and Trade of Sibolga City.

### Hypothesis Testing

#### a. t-Test (Partial Test)

The t-test (partial test) is conducted to determine the individual (partial) effect of Supervision and Work Environment on Employee Morale at the Department of Industry and Trade of Sibolga City. The results are presented in Table 4.19. Based on Table 4.19 above, the individual effects of Supervision and Work Environment on Employee Morale can be explained as follows:

#### 1. Supervision Variable

- a) From conventional testing, at a significance level of  $\alpha = 0.025$  (two-tailed test) with  $df = 27$  ( $30 - 2 - 1$ ), it is known that  $t\text{-table} = 2.05183$  and  $t\text{-calculated} = 2.505$ . Since  $t\text{-calculated} > t\text{-table}$ , it can be concluded that Supervision has a positive effect on Employee Morale at the Department of Industry and Trade of Sibolga City.

- b) From SPSS testing, by observing the significance probability (P-value) = 0.019, which is less than 0.05,  $H_0$  is rejected and  $H_a$  is accepted. Thus, it can be concluded that Supervision has a significant effect on Employee Morale.

## 2. Work Environment Variable

- a) From conventional testing, at a significance level of  $\alpha = 0.025$  (two-tailed test) with  $df = 27$  ( $30 - 2 - 1$ ), it is known that  $t\text{-table} = 2.05183$  and  $t\text{-calculated} = 6.106$ . Since  $t\text{-calculated} > t\text{-table}$ , it can be concluded that the Work Environment has a positive effect on Employee Morale at the Department of Industry and Trade of Sibolga City.
- b) From SPSS testing, by observing the significance probability (P-value) = 0.000, which is less than 0.05, it can be concluded that the Work Environment has a significant effect on Employee Morale.

### b. F-Test (ANOVA Test)

The F-test (ANOVA) is conducted to determine whether Supervision and Work Environment simultaneously (jointly) have an effect on Employee Morale at the Department of Industry and Trade of Sibolga City. The results can be seen in Table 4.20.

**Table 6** Results of the F Test (ANOVA Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	407.742	2	203.871	47.841	.000
	Residual	115.058	27	4.261		b
	Total	522.800	29			

a. Dependent Variable: Semangatkerja

b. Predictors: (Constant), Lingkungankerja, Pengawasan

**Source: Research Results, 2025 (Processed Data)**

Based on table 1.6 above, it can be explained the influence of Supervision and Work Environment together or simultaneously on the Work Spirit of employees at the Sibolga City Industry and Trade Service and the results are as follows:

- a. From the results of conventional testing at a real level = 0.05 with  $df$  numetor = 2 and  $df$  denominator = 27 (obtained from the results of  $df$ ,  $(n-k-1) = (30-2-1) = 27$ , it is known that  $F$  table = 3.35 and  $F$  count = 47,841. Because  $F$  count  $>$   $F$  Table, it can be said that Supervision and Work Environment have a positive effect on employee work enthusiasm at the Sibolga City Industry and Trade Service.
- b. From the results of the SPSS test, namely by looking at the probability of significance (P-value) = 0.000 which is smaller than 0.05, it can be said that Supervision and Work Environment have a significant influence on employee work enthusiasm at the Sibolga City Industry and Trade Service.

## DISCUSSION

### The Effect of Supervision on Employee Morale at the Department of Industry and Trade of Sibolga City

The results of the study indicate that supervision has an effect on employee morale. The t-test results show that the calculated t-value is greater than the t-table value ( $2.505 > 2.05183$ ) with a significance level of 0.019, which is less than 0.05. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means that supervision has a positive and significant effect on

employee morale at the Department of Industry and Trade of Sibolga City. Thus, the proposed hypothesis is proven and accepted.

### **The Effect of Work Environment on Employee Morale at the Department of Industry and Trade of Sibolga City**

The results of this study indicate that the work environment affects employee morale. The t-test results show that the calculated t-value is greater than the t-table value ( $3.290 > 2.00856$ ) with a significance level of 0.002, which is less than 0.05. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means that the work environment has a positive and significant effect on employee morale at the Department of Industry and Trade of Sibolga City. Thus, the proposed hypothesis is proven and accepted.

### **The Effect of Supervision and Work Environment on Employee Morale at the Department of Industry and Trade of Sibolga City**

The results of this study indicate that supervision and work environment simultaneously affect employee morale at the Department of Industry and Trade of Sibolga City. The F-test results show that the calculated F-value is greater than the F-table value ( $56.900 > 3.12$ ) with a significance level of 0.001, which is less than 0.05. Therefore, it can be concluded that supervision and work environment have a positive and significant effect on employee morale. Thus, the proposed hypothesis is proven and accepted.

## **CONCLUSION**

Based on the research conducted and the discussion in the previous chapters, the following conclusions can be drawn:

1. The results of the instrument testing show that the corrected item-total correlation values are above the critical r-value of 0.30, indicating that all questionnaire items for the variables of supervision, work environment, and employee morale are valid.
2. The reliability test results show that the Cronbach's Alpha values are above 0.6, indicating that all measurement instruments used are reliable.
3. The normality test results, based on a bell-shaped histogram and a standardized residual normal P-P plot, show that all data points follow the diagonal line. Additionally, the Kolmogorov-Smirnov test shows that the Z-value (0.145) is smaller than the critical value (1.97) at a 5% significance level, and the probability value ( $0.109 > 0.05$ ), indicating that the data are normally distributed.
4. Based on the correlation coefficient analysis, the relationship between supervision and employee morale is 0.690 (strong category), while the relationship between work environment and employee morale is 0.854 (very strong category). Thus, there is a strong positive relationship between supervision and employee morale, and a very strong positive relationship between work environment and employee morale.
5. The regression equation obtained is  $Y = 2.706 + 0.274X_1 + 0.641X_2$ . The constant value of 2.706 indicates that when supervision and work environment are constant, employee morale is 2.706. The regression coefficient of supervision ( $X_1$ ) is 0.274, indicating a positive effect on employee morale. This means that an increase in supervision will increase employee morale, assuming other variables remain constant. The regression coefficient of work environment ( $X_2$ ) is 0.641, indicating a positive effect on employee morale. This means that an improvement in the work environment will increase employee morale. These results indicate a linear relationship.
6. The coefficient of determination is 0.780, meaning that 78% of the variation in employee morale is explained by supervision and work environment simultaneously, while the remaining 22% is influenced by other factors not examined in this study,

- such as communication, leadership, motivation, compensation, incentives, job division, rotation, and others.
7. The hypothesis testing results show that supervision has a positive and significant effect on employee morale. This is evidenced by  $t\text{-table} = 2.05183$  and  $t\text{-calculated} = 2.505$ , with a significance value of  $0.019 < 0.05$ .
  8. The hypothesis testing results show that the work environment has a positive and significant effect on employee morale. This is evidenced by  $t\text{-table} = 2.05183$  and  $t\text{-calculated} = 6.106$ , with a significance value of  $0.000 < 0.05$ .
  9. The hypothesis testing results show that supervision and work environment simultaneously have a positive and significant effect on employee morale. This is evidenced by  $F\text{-table} = 3.35$  and  $F\text{-calculated} = 47.841$ , with a significance value of  $0.000 < 0.05$ .

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