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The Effect of Work Motivation and Work Environment on Performance with Work Supervision as Intervenning Variables in the Office Medan Region II Airport Authority

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Abstract

The purpose of this study was to determine the effect of work motivation and work environment on performance with work supervision as an intervening variable. This research was conducted at the Regional Airport Authority Office, Medan. saturated sample technique, the type of research used is associative quantitative. The research model used is path analysis and research data collection was carried out by distributing questionnaires and surveys. Based on the results of the research that has been done and data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Work environment has a positive and significant effect on performance as evidenced by the original sample value of 0.744 and p values of 0.000 <0.05. Environment Work has a positive and significant effect on Supervision with an Original sample value of 0.329 with a p value of 0.001 <0.05. Work motivation has a positive and significant effect on performance with an original sample value of -0.153 with a p-value of 0.044 <0.05. Work Motivation has a positive and significant effect Control over the original sample 0.286 P values 0.046. Oversight has a negative and not significant effect on the original sample -0.011 P value 0.904. The indirect effect of the work environment on performance through supervision is negative and not significant. Original sample -0.004 P values 0.909. The indirect effect of work motivation on performance through supervision is negative and not significant. Work motivation has a positive and significant effect on performance with an original sample value of -0.153 with a p-value of 0.044 <0.05. Work Motivation has a positive and significant effect Control over the original sample 0.286 P values 0.046. Oversight has a negative and not significant effect on the original sample -0.011 P value 0.904. The indirect effect of the work environment on performance through supervision is negative and not significant. Original sample -0.004 P values 0.909. The indirect effect of work motivation on performance through supervision is negative and not significant. Work motivation has a positive and significant effect on performance with an original sample value of -0.153 with a p-value of 0.044 <0.05. Work Motivation has a positive and significant effect Control over the original sample 0.286 P values 0.046. Oversight has a negative and not significant effect on the original sample -0.011 P value 0.904. The indirect effect of the work environment on performance through supervision is negative and not significant. Original sample -0.004 P values 0.909. The indirect effect of work motivation on performance through supervision is negative and not significant. Oversight has a negative and not significant effect on the original sample -0.011 P value 0.904. The indirect effect of the work environment on performance through supervision is negative and not significant. Original sample -0.004 P values 0.909. The indirect effect of work motivation on performance through supervision is negative and not significant. Oversight has a negative and not significant effect on the original sample -0.011 P value 0.904. The indirect effect of the work environment on performance through supervision is negative and not significant. Original sample -0.004 P values 0.909. The indirect effect of work motivation on performance through supervision is negative and not significant.

Keywords *Work Motivation, Work Environment, Supervision, Performance*

INTRODUCTION

Human resources are the backbone of organizational life, the success of the organization as a whole is very dependent on human resources to achieve organizational

goals. According to Hasibuan (2017: 10) states human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient, helping to realize company, employee and community goals. Therefore, companies/agencies must have employees who have high discipline, ability, have a lot of experience and achievements. In addition, human resources also have knowledge, skills, work and many potentials. However advanced technology, the development of information without the presence of human resources, the goal will not be achieved.

One of the things that must be the company's main concern is how to maintain and manage employee motivation at work so that they always focus on company goals. Maintaining employee motivation is very important because motivation is something that underlies every individual's desire to act and do something. With high work motivation, employees will be more active in carrying out their work. Wibowo, (2014: 322). states "motivation as a process that causes intensity, direction, and individual persistence towards peak achievement. The problem of motivating employees is not easy because within employees there are desires, needs and expectations that differ from one employee with another employee.

In addition to work motivation factors, the work environment where the employee works is equally important in improving employee performance. An appropriate work environment can support the implementation of work so that employees have enthusiasm for work and improve employee performance, while the incompatibility of the work environment can create discomfort for employees in carrying out work. their duties A comfortable work environment can improve employee performance so that in carrying out their duties they can be carried out in an optimal, healthy, safe and comfortable manner. Therefore,

The existence of a comfortable work environment can provide encouragement to work in earnest for employees, so that they can provide work performance towards achieving goals. Thus, the company will continue to exist in the development of its business. It can be said that a good work environment will support good employee productivity as well. In Hawthorne's research (quoted by Henry Simamora) he found the conclusion that the interaction and attention that researchers paid to employees caused their productivity to increase. Elton Mayo and Fritz Roethlisberger, who conducted research at Hawthorne, also found that the feelings, emotions and sentiments of employees are strongly influenced by working conditions such as group relations, leadership style and management support.

LITERATURE REVIEW

Performance

According to Afandi (2018: 83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. According to Mangkunegara (2009: 67) the notion of performance (work achievement) is the result of work in quality and quantity

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achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance Indicator

According to Afandi (2018: 89) employee performance indicators are as follows:

a. Quantity of work results All kinds of units of measurement related to the amount of work that can be expressed in numbers or other numerical equivalents.
b. Quality of work All kinds of units of measurement related to quality or quality of work can be expressed in numbers or other numerical equivalents.
c. Efficiency in carrying out tasks. Multiple resources wisely and in a cost-effective manner.
d. Work discipline Comply with applicable laws and regulations.
e. Initiative The ability to decide and do the right thing without being told, being able to find out what should be done about something around us, trying to keep moving to do things even though things are getting more difficult.
f. Accuracy. The level of suitability of the results of work measurements whether the work has reached its goals or not.
g. Leadership The process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
h. Honesty One of human nature that is quite difficult to apply.
i. Creativity Mental processes that involve the generation of ideas or that involve the generation of ideas.

Work motivation

According to Hasibuan (2017: 219) motivation is the provision of driving force that creates the excitement of one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. According to Mangkunegara (2017: 94) that motivation is a condition of the soul that encourages a person to achieve his maximum performance.

Work Motivation Indicator

The indicators regarding motivation according to Mangkunegara (2017) are as follows:

a. Hard work
b. future orientation
c. High level of aspiration
d. Task orientation and task seriousness
e. Attempt to move forward
f. Perseverance work
g. Relations with colleagues
h. Time utilization.

Work environment

According to Afandi (2018: 65) the work environment is everything that is around employees and can affect them in carrying out the tasks assigned to them, for example by having an air conditioner (AC), adequate lighting and so on. The work environment is an important factor in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe and comfortable.

Work Environment Indicators

According to Afandi (2018: 71) mentions several indicators of the work environment, namely as follows:

a. Workplace lighting
b. Workplace window
c. Color layout
d. Decor
e. Music sound
f. Air temperature
g. Humidity

Supervision

According to Hasibuan (2017: 49) one of the organizational ways to create optimal employee performance and more power to support the realization of the organization's vision and mission. Supervision is a form of mindset and pattern of action to provide understanding and awareness to a person or several people who are given a task to be carried out using various available resources properly and correctly, so that there are no mistakes and deviations that can actually create losses by the institution, or the organization concerned.

Monitoring Indicator

There are several indicators in assessing and measuring whether the employee is controlled or not (Hasibuan, 2017: 110). These indicators include:

a. absence
b. Attitude and behavior
c. Responsibility

METHODS

This type of research can be classified as casual associative quantitative research. According to (Sugiyono 2017: 13) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing established hypotheses. The research location was carried out at the Medan Region II Airport Authority Office.

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According to Sugiyono (2017: 115) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. The population in this study are all employeesAviation Security FieldMedan Region II Airport Authority Office, totaling 70 people.

According to Sugiyono (2017: 243), in quantitative research, data is obtained from various sources using data collection techniques and is carried out continuously until the data is saturated. Source of data obtained is primary data. According to Riduwan (2013: 51) data collection techniques are techniques or methods that can be used by researchers to collect data. A questionnaire is a written question that is used as a form to obtain information from several respondents aims to determine the characteristics of the respondent and his personality as well as obtain information that is known by the respondent.

The regression equation is as follows:

$$Z = a + b1X1 + b2X2 + e$$

$$Y = a + b3X1 + b4X2 + b5Z + e$$

Where:

Y = Performance
Z = Supervision
X1 = Work Motivation
X2 = Work Environment
b1 = work motivation coefficient
b2 = work environment coefficient
b3 = work motivation coefficient
b4 = work environment coefficient
b5 = Supervision coefficient
a = constant

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software. PLS is a method of solving Structural Equation Modeling (SEM) which has advantages over other SEM techniques. SEM has a higher degree of flexibility in research that links theory and data and is capable of carrying out path analysis with latent variables, so it is often used by researchers who focus on social sciences.

According to (Gozali, 2013) Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large. Apart from being able to confirm the theory, Partial Least Square (PLS) can also explain whether or not there is a relationship between latent variables.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

b. Discriminant Validity

This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how much is the correlation value between indicators that measure variables). The cross-loading value is acceptable if the cross-loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping

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method. The structural model is evaluated using the R-square
for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

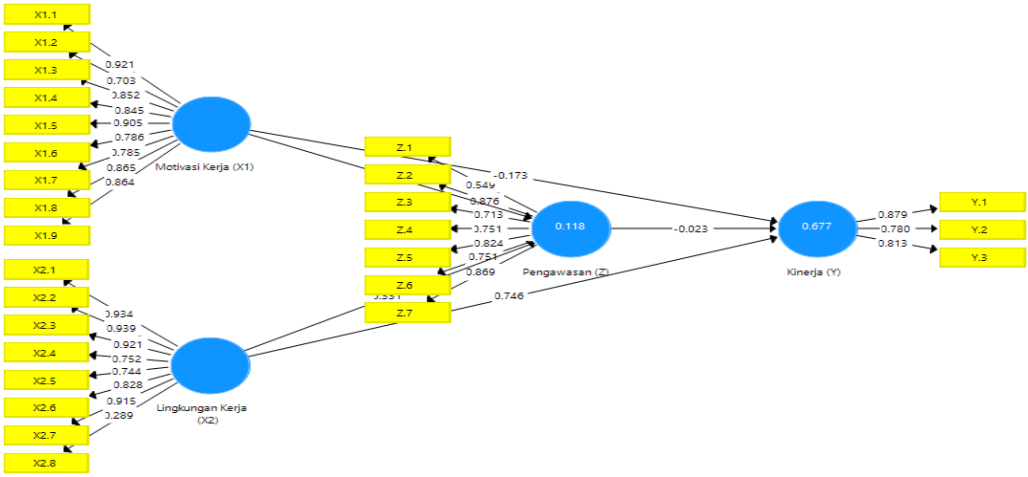

Figure 1. Outer Model Stage 1
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings Stage 1

Table 1. Outer Loadings stage 1

	Performance (Y)	Work Environment (X2)	Work motivation (X1)	Supervision (Z)
X1.1			0.921	
X1.2			0.703	
X1.3			0.852	
X1.4			0.845	
X1.5			0.905	
X1.6			0.786	
X1.7			0.785	
X1.8			0.865	
X1.9			0.864	
X2.1		0.934		
X2.2		0.939		

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X2.3		0.921		
X2.4		0.752		
X2.5		0.744		
X2.6		0.828		
X2.7		0.915		
X2.8		0.289		
Y. 1	0.879			
Y.2	0.780			
Y.3	0.813			
Z. 1				0.549
Z. 2				0.876
Z. 3				0.713
Z. 4				0.751
Z. 5				0.824
Z. 6				0.751
Z. 7				0.869

Source: Smart PLS 3.3.3

In the diagram and table 1, indicators X2.8 and Z.1 have a loading factor < 0.7, meaning that the indicator is an invalid indicator, while to measure the construct it must be in a valid state, namely a loading factor > 0.7, therefore an invalid indicator must be excluded. and will be recalculated without the X2.8 and Z.1 indicators to find out whether removing the X2.8 and Z.1 indicators will make the data valid, the second step will be calculated as follows:

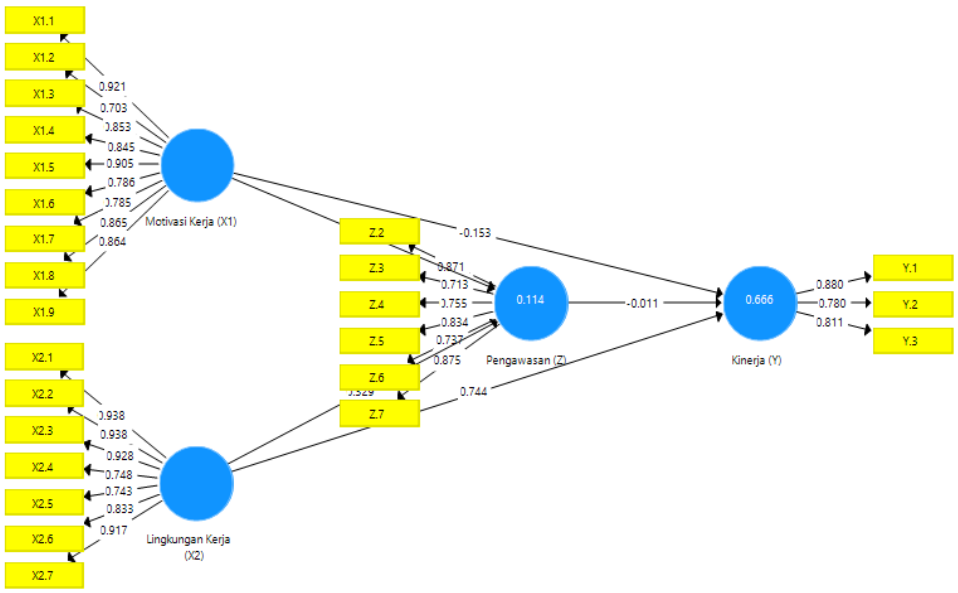

Figure 2. Outer Model Stage 2

Source: Smart PLS 3.3.3

The regression equation in this study has 2 substructures.
Substructure 1 is.
Z = b1X1 + b2X2 + e1
Z = 0.286 + 0.329 + e1

Substructure II
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.153 – 0.744 – 0.011 + e2

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings Stage 2

Table 2. Outer Loadings stage 2

	Performance (Y)	Work Environment (X2)	Work Motivation (X1)	Supervision (Z)
X1.1			0.921	
X1.2			0.703	
X1.3			0.853	
X1.4			0.845	
X1.5			0.905	
X1.6			0.786	
X1.7			0.785	
X1.8			0.865	
X1.9			0.864	
X2.1		0.938		
X2.2		0.938		
X2.3		0.928		
X2.4		0.748		
X2.5		0.743		
X2.6		0.833		
X2.7		0.917		
Y. 1	0.880			
Y.2	0.780			
Y.3	0.811			
Z. 2				0.871
Z. 3				0.713
Z. 4				0.755
Z. 5				0.834
Z. 6				0.737
Z. 7				0.875

Source: Smart PLS 3.3.3

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Table 2 above shows that the stage 2 assessment shows the results of a loading factor > 0.07 meaning that all indicators are valid after indicators X2.8 and Z.1 are excluded because they are invalid so that the current number of indicators is 25 indicators after the loading factor is valid, so further research can done. This means that all indicators are valid indicators to measure the construct.

2. Discriminatory Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross-loading value for each indicator:

Table 3. Discriminant Validity

	Performance (Y)	Work Environment (X2)	Work Motivation (X1)	Supervision (Z)
X1.1	-0.387	-0.319	**0.921**	0.185
X1.2	-0.205	-0.102	0.703	0.282
X1.3	-0.448	-0.380	0.853	0.190
X1.4	-0.400	-0.413	0.845	0.060
X1.5	-0.470	-0.416	0.905	0.085
X1.6	-0.323	-0.348	0.786	0.038
X1.7	-0.313	-0.304	0.785	0.220
X1.8	-0.419	-0.348	0.865	0.081
X1.9	-0.401	-0.353	0.864	0.050
X2.1	0.808	**0.938**	-0.463	0.144
X2.2	0.763	**0.938**	-0.342	0.248
X2.3	0.749	0.928	-0.411	0.040
X2.4	0.499	0.748	-0.273	0.393
X2.5	0.608	0.743	-0.268	0.017
X2.6	0.663	0.833	-0.319	0.306
X2.7	0.741	0.917	-0.351	0.164
Y. 1	**0.880**	0.691	-0.488	-0.025
Y.2	0.780	0.644	-0.377	0.184
Y.3	0.811	0.652	-0.251	0.161
Z. 2	0.086	0.129	0.226	0.871
Z. 3	0.044	0.041	0.124	0.713
Z. 4	0.120	0.188	0.038	0.755
Z. 5	0.139	0.275	0.080	0.834
Z. 6	0.018	0.055	0.206	0.737
Z. 7	0.140	0.234	0.084	**0.875**

Source: Smart PLS 3.3.3

Table 3 above shows that the indicators for the research variables have a higher cross-loading value than the cross-loading values for other variables. The cross-loading value for the performance variable is greater than the other variables. , for the cross loading value for the Work Motivation variable is greater than the variable for the cross loading value for the Supervision variable is greater than the other variables, meaning that the cross loading value is discriminately valid.

3. Composite reliability

The next test is the composite reliability of the indicator blocks that measure constructs. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at construct reliability or latent variables which are measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following describes the construct results for each variable, namely Performance, Work Environment, Work Motivation, Supervision with each variable and indicator. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the following table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Performance (Y)	**0.764**	**0.864**	**0.681**
Work Environment (X2)	**0.943**	**0.955**	**0.752**
Work Motivation (X1)	**0.947**	**0.955**	**0.703**
Supervision (Z)	**0.888**	**0.914**	**0.640**

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) of each variable, namely Performance, Work Environment, Work Motivation, Supervision has a construct > 0.50 meaning that all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value > 0.60. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, the cronbach's alpha for each variable shows a construct value > 0.70, thus these results indicate that each research variable has met the requirements for the cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

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Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square results

	R Square	Adjusted R Square
Performance (Y)	0.666	0.653
Supervision (Z)	0.114	0.091

Source: Smart PLS 3.3.3

Based on table 5 above, it shows that the R Square value for the Performance variable is 0.666. This acquisition explains that the percentage of performance is 66.6%. This means that the variables of Work Motivation, Work Environment and Supervision have an effect on performance of 66.6% and the remaining 33.4% are influenced by other variables. Meanwhile, the R Square value for the Supervision variable is 0.114. This acquisition explains that the percentage of Supervision is 11.4%. This means that the variables Work Motivation, Work Environment affect Supervision by 11.4% and the remaining 88.6% are influenced by other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 6. Model Fit

	Saturated Model	Estimation Models
SRMR	0.093	0.093
d_ULS	2,807	2,807
d_G	1.705	1.705
Chi-Square	640,744	640,744
NFIs	0.701	0.701

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model are in table 6. The following shows that the NFI value of 0.701 means FIT. Thus, from these results it can be concluded

that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Environment (X2) -> Performance (Y)	0.744	10.403	**0.000**	**Accepted**
Work Environment (X2) -> Supervision (Z)	0.329	3,381	**0.001**	**Accepted**
Work Motivation (X1) -> Performance (Y)	-0.153	2.019	**0.044**	**Accepted**
Work Motivation (X1) -> Supervision (Z)	0.286	1,999	**0.046**	**Accepted**
Supervision (Z) -> Performance (Y)	-0.011	0.121	**0.904**	**Rejected**

Source: Smart PLS 3.3.3

Based on table 7 above, there is a direct effect of the 5 hypotheses and will be explained per hypothesis for H1 Work Environment has a positive and significant effect on Performance as evidenced by the original sample value of 0.744 and p values 0.000 <0.05. For H2 Work Environment has a positive and significant effect on Supervision with an Original sample value of 0.329 with p values 0.001 <0.05. For H3 Work Motivation has a positive and significant effect on Performance with an original sample value of -0.153 with p values 0.044 <0.05. H4 Work Motivation has a positive and significant effect on Supervision original sample 0.286 P values 0.046 H5 Supervision has a negative and not significant effect original sample -0.011 P values 0.904.

Table 8. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Environment (X2) -> Monitoring (Z) -> Performance (Y)	-0.004	0.114	**0.909**	**Rejected**

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Work Motivation (X1) -> Supervision (Z) -> Performance (Y)	-0.003	0.097	**0.922**	**Rejected**

Based on table 8 above, it shows the indirect effect between the Work Environment on Performance through negative and insignificant supervision, which means that hypothesis H6 is rejected and that the indirect effect between Work Motivation on Performance through supervision is negative and not significant, which means that hypothesis H7 is rejected and that Supervision is incapable be an intervening variable and can only be a dependent or independent variable.

CLOSING

Conclusion

1. Work Environment has a positive and significant effect on Employee PerformanceSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office.
2. Work Environment has a positive and significant effect on Employee SupervisionSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office.
3. Work motivation has a positive and significant effect on employee performanceSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office.
4. Work motivation has a positive and significant effect on employee supervisionSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office.
5. Supervision has a negative and insignificant effect on employee performanceSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office.
6. The work environment influences performance through employee supervisionSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office
7. Work motivation has an effect on performance through employee supervisionSecurity, Air Transport and Airworthiness SectorMedan Region II Airport Authority Office

Suggestion

1. Organizations must often provide Work Motivation to employees with influential people as motivational media.
2. To get good results for the organization, the organization should create a comfortable and positive environment for employees.
3. Organizations must carry out strict supervision for employees so that employees do not do work that is detrimental to the organization.
4. Employee performance must be made even better for organizational success.

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