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The Influence of Supervision and Discipline on Employee Performance Through Motivation at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office

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Abstract: This study aims to describe supervision, discipline, work motivation, and employee performance, as well as to analyze the direct and indirect effects of supervision and discipline on work motivation and employee performance through work motivation at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office. This research employed descriptive and verification methods with a quantitative approach. The population consisted of all employees of PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office, totaling 62 employees. The census method was used, whereby all population members were selected as respondents. Data were collected through questionnaires and analyzed using Path Analysis with the assistance of SPSS software. The results showed that supervision, discipline, work motivation, and employee performance were categorized as good. Partially, supervision had a positive and significant effect on work motivation with a path coefficient of 0.471, while discipline had a positive and significant effect on work motivation with a path coefficient of 0.481. Simultaneously, supervision and discipline significantly affected work motivation with an F-value of 188.431 and a significance value of 0.000. Supervision had a positive and significant effect on employee performance with a path coefficient of 0.600, while discipline had a positive and significant effect on employee performance with a path coefficient of 0.357. Simultaneously, supervision and discipline significantly affected employee performance with an F-value of 209.082 and a significance value of 0.000. Work motivation had a positive and significant effect on employee performance with a path coefficient of 0.919 and a t-value of 18.084. The findings also indicate that work motivation serves as an intervening variable that mediates the effects of supervision and discipline on employee performance. Therefore, improving supervision and discipline can enhance employee motivation, which in turn contributes to better employee performance at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office.

Keywords: Supervision, Discipline, Work Motivation, Employee Performance, Path Analysis

INTRODUCTION

The banking industry in Indonesia is currently entering a disruptive era characterized by intense competition, digitalization of services, and increasingly high customer expectations (Kasmir, 2022). In this dynamic business landscape, a bank's competitive advantage is no longer determined solely by financial capital or technology, but also by the quality of its human resources (Hasibuan, 2019). High-performing employees serve as the frontline in delivering excellent service, building customer loyalty, and driving sustainable business growth (Mangkunegara, 2021). Therefore, efforts to understand and improve employee performance have become a pressing strategic issue for banking management amidst the increasingly complex demands of industry transformation.

In the realm of human resource management, various studies have identified supervision and work discipline as two fundamental factors influencing individual performance (Siagian, 2020; Sutrisno, 2021). Effective supervision serves as a control and coaching mechanism that ensures work activities align with organizational standards (Robbins & Coulter, 2020), while work discipline reflects employees' compliance, responsibility, and consistency in carrying out their duties (Hasibuan, 2019). However, an empirical gap arises from previous research findings that still show inconsistencies. Some studies have found that supervision and discipline have a positive and significant effect on performance (Sari & Prasetyo, 2022; Putra & Dewi, 2023), while other research suggests that this influence is not always direct and may vary depending on organizational conditions and individual characteristics (Nugroho, 2022). These inconsistencies indicate that there may be mediating mechanisms that mediate the relationship between managerial and behavioral variables and performance outcomes.

Theoretically, work motivation is often positioned as an intervening variable that bridges the influence of external factors on individual performance (Gibson et al., 2020). Motivation theory explains that internal and external drives affect an individual's intensity, direction, and persistence in working (Robbins & Judge, 2020; Dessler, 2020). Nevertheless, the theoretical gap of this study lies in the still-limited number of studies that simultaneously examine the mediating role of motivation in the relationship between supervision, work discipline, and performance, particularly in the banking sector. Existing studies tend to examine the direct effects of these variables separately or use different mediating variables (Rahmawati, 2021; Setiawan, 2022; Ahadi et al., 2023). This limitation creates an opportunity for research to develop a more comprehensive model by positioning motivation as a mediating variable that explains the psychological mechanisms underlying the influence of supervision and discipline on performance.

Contextually, this research is important to conduct considering that most previous studies on the influence of supervision, discipline, and motivation on performance have been carried out in government organizations or general private companies (Sari, 2023; Nugroho, 2022; Yamali et al., 2019), while studies in the state-owned banking sector (BUMN) with its bureaucratic characteristics, strict regulations, and high performance targets remain relatively limited (Ahadi et al., 2023). In fact, the context of state-owned banking has its own unique characteristics, such as high regulatory compliance demands, multi-layered supervisory systems, and measurable and competitive performance targets (Rivai, 2021). Therefore, it is important to test the validity of the relational model among these variables in the context of state-owned banking, as research findings from other sectors may not be fully generalizable to this sector.

The importance of conducting this research is reinforced by the dynamics of change in the banking business environment, particularly in the post-pandemic era and the age of digitalization (Kasmir, 2022). Changes in work systems, demands for technological adaptation, and increased workloads require employees to work faster, more accurately, and more innovatively (Wibowo, 2021). These conditions call for an adaptive supervisory system and a work discipline that is flexible yet remains structured, so that employees do not lose motivation (Siagian, 2020). High motivation is key to succeeding in facing these challenges, as motivated employees tend to be more resilient, creative, and oriented toward achieving organizational goals (Robbins & Judge, 2020). Therefore, gaining a deep understanding of how supervision and work discipline can be optimized to enhance employee motivation and performance is highly relevant for banking management in designing responsive and sustainable human resource policies.

Based on the description above, this study formulates its main research question: How do supervision and work discipline influence employee performance through work motivation as an intervening variable at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office? Specifically, this study aims to analyze the direct and indirect effects of supervision and work discipline on performance, with work motivation as a mediating variable. By integrating empirical, theoretical, and contextual gaps, this research is expected to provide a theoretical contribution to the development of human resource management scholarship, particularly in enriching the understanding of the mediating mechanism of motivation, as well as a practical contribution to banking management in designing more effective and integrated strategies for supervision, discipline enforcement, and motivation programs.

METHOD

This study employs a quantitative approach with a causal explanatory research design aimed at examining the causal relationships among variables and measuring the magnitude of direct and indirect effects between the research variables (Sugiyono, 2019). This approach was chosen because the study aims to examine the influence of supervision (X_1) and work discipline (X_2) on employee performance (Z) through work motivation (Y) as an intervening variable. A causal explanatory design allows researchers not only to describe phenomena but also to explain the cause-and-effect relationships among variables based on empirical data collected from respondents (Sekaran & Bougie, 2016). This research was conducted at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office as the research object, focusing on employees working in various operational divisions of the company.

The population in this study consisted of all employees of PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office, totaling 62 people in 2025. The sampling technique used was a saturated sampling technique or census, in which all members of the population were used as research samples (Sugiyono, 2019). This technique was chosen because the population size is relatively small and still allows for a comprehensive study, thereby yielding more complete, accurate, and representative data (Arikunto, 2013). The use of a saturated sample also aims to avoid sampling bias and to ensure that every employee has an equal opportunity to provide information regarding their perceptions of supervision, work discipline, work motivation, and employee performance within the company environment (Sekaran & Bougie, 2016). Accordingly, the sample size in this study amounted to 62 respondents, consisting of employees from various work units, including marketing, credit administration, credit analysts, customer service, tellers, general affairs, and contract employees (TAD).

The data analysis in this study employed two approaches, namely descriptive analysis and verificative analysis. Descriptive analysis was used to describe respondents' responses to each research variable through frequency distributions, mean scores, and categorization based on predetermined scale ranges (Sugiyono, 2019). The data collected from the questionnaire were processed by calculating the total score and average for each item and variable, then categorized into five assessment levels ranging from very low/very poor to very high/very good (Umar, 2014). Verificative analysis was conducted using path analysis to examine the structural and causal relationships among the independent variables (supervision and work discipline), the intervening variable (work motivation), and the dependent variable (employee performance) (Sunyoto, 2011). Path analysis was used because it allows researchers to measure the magnitude of direct effects, indirect effects, and total effects among variables simultaneously (Ghozali, 2021; Hair et al., 2019).

Hypothesis testing was conducted through two stages, namely simultaneous testing (F-test) and partial testing (t-test). The F-test was used to determine the collective influence of the independent variables on the dependent variable, with a significance level of 0.05 (Riduwan & Kuncoro, 2013). If the F significance value is < 0.05, then the independent variables simultaneously have a significant effect on the dependent variable. The t-test was used to examine the partial influence of each independent variable on the dependent variable, with the same criterion, namely t significance < 0.05 (Ghozali, 2021). In addition, the coefficient of determination (R^2) was used to measure the extent to which the variation in the dependent variable can be explained by the independent variables in the research model (Sekaran & Bougie, 2016). An R^2 value closer to 1 indicates that the model is better at explaining the variation in the dependent variable, while an R^2 value closer to 0 indicates a weak predictive ability of the model (Hair et al., 2019). Thus, all statistical analyses were conducted to answer the research questions and test the research hypotheses empirically and objectively.

RESULT AND DISCUSSION

Respondent Profile

The respondent profile in this study is used to provide an overview of the characteristics of the employees who served as the research sample at Bank Negara Indonesia Jambi Branch Office. The respondents in this study totaled 62 employees, consisting of various work units, including marketing, credit administration, customer service, tellers, credit analysts, general affairs, and contract employees/TAD. Furthermore, the characteristics of the respondents in this study are described based on gender, age, educational background, and length of service, summarized in the following table.

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	24	38.71
2	Woman	38	61.29
	Total	**62**	**100**
Age Group (Years)			
1	20 – 25	8	12.9
2	26 – 35	25	40.3
3	36 – 45	23	37.1
4	46 – 55	6	9.7
	Total	**62**	**100**
Education			
1	High School or Equivalent	5	8.1
2	Diploma	3	4.8
3	Bachelor's Degree	51	82.3
4	Master's Degree	3	4.8
	Total	**62**	**100**
Work Period Group (Years)			
1	≤ 3	11	17.7
2	3 – 5	7	11.3
3	5 – 15	33	53.3
5	15 – 25	11	17.7
	Total	**62**	**100**

Source: Primary Data Processing Results (2025)

Description of Research Variables

Descriptive statistics of the research variables were used to determine the extent to which the indicators serving as questionnaire items for each variable used in this study namely supervision, discipline, motivation, and employee performance at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office are measured using a Likert scale. Each statement item for every indicator of each research variable has categories that can describe the actual conditions at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office, as follows:"

Table 2. Description of Research Variables

No	Variable	Score	Range	Results
1.	Supervision	1.980	1,687.4 – 2,083.2	Good
2.	Discipline	1.754	1,476.6 – 1,822.8	Hight
3.	Motivation	1.995	1,687.4 – 2,083.2	Hight
4.	Performance	1.727	1,476.6 – 1,822.8	Hight

Source: Data processed from questionnaires (2026)

Research Instrument Test Results

Instrument testing in this study was conducted through two stages, namely validity testing and reliability testing. Validity testing was performed using the Pearson Product Moment correlation with a total of 62 respondents, yielding an r-table value of 0.250 at a significance level of 5% (Arikunto, 2013; Sugiyono, 2019). Meanwhile, reliability testing was conducted using the Cronbach's Alpha method to measure the internal consistency of the instrument, with a minimum reliability threshold of 0.60 (Sekaran & Bougie, 2016). The results of the instrument testing in this study are subsequently presented in the following table.

Table 3. Research Instrument Test Results

No Item	r-count	r-table	Information	Cronbach's Alpha	Rule of Thumb	Information
Supervision (X1)						
X1.1	0.790	0.250	Valid	0.893	0.700	Reliable
X1.2	0.821		Valid			
X1.3	0.791		Valid			
X1.4	0.797		Valid			
X1.5	0.691		Valid			
X1.6	0.765		Valid			
X1.7	0.626		Valid			
X1.8	0.774		Valid			
Discipline (X2)						
X2.1	0.735	0.250	Valid	0.889	0.700	Reliable
X2.2	0.783		Valid			
X2.3	0.806		Valid			
X2.4	0.828		Valid			
X2.5	0.724		Valid			
X2.6	0.813		Valid			
X2.7	0.763		Valid			
Motivation (Y)						
Y.1	0.731	0.250	Valid	0.899	0.700	Reliable
Y.2	0.758		Valid			
Y.3	0.680		Valid			
Y.4	0.800		Valid			
Y.5	0.783		Valid			

No Item	r-count	r-table	Information	Cronbach's Alpha	Rule of Thumb	Information
Y.6	0.751		Valid			
Y.7	0.817		Valid			
Y.8	0.815		Valid			
			Performance (Z)			
Z.1	0.764		Valid			
Z.2	0.785		Valid			
Z.3	0.692		Valid			
Z.4	0.778	0.250	Valid	0.869	0.700	Reliable
Z.5	0.793		Valid			
Z.6	0.720		Valid			
Z.7	0.736		Valid			

Source: SPSS 32.0 output

Based on the validity test results as presented in Table 3, all statement items for the variables of supervision, discipline, motivation, and employee performance are declared valid. This is indicated by the Pearson correlation coefficient (r-calculated) values for each item, which are positive and significant, with the obtained r-calculated values greater than the threshold of the r-table value of 0.250. In theory, if the r-calculated value is greater than the r-table value, the result can be concluded to be valid. These findings also indicate that each statement item has a strong correlation with the total score of its respective variable, thereby being able to accurately and representatively measure the construct under study.

Meanwhile, the reliability test results show that all research variables have Cronbach's Alpha values above the minimum threshold of 0.700, namely 0.893 for the supervision variable, 0.889 for discipline, 0.899 for motivation, and 0.869 for performance. These values indicate that the research instrument has an excellent level of internal consistency. Thus, all instruments used in this study are declared reliable and suitable for use in data collection and further analysis.

Path Analysis Results

To address the objectives of this study, the main structure of the research model was divided into three sub-structures. The first sub-structure was used to answer Hypothesis 2, the second sub-structure was used to answer Hypothesis 3, and the third sub-structure was used to answer Hypothesis 4. The following are the SPSS outputs from the three structures, summarized in the table below.

Table 4. SPSS Output of Three Sub Structures

Model	Unstandardized Coefficients		Beta	t	F	Sig.
	B	Std.Error				
X1 – Y	0.478	0.116	0.471	4.121	-	0.001
X2 – Y	0.546	0.130	0.481	4.212	-	0.001
X1,X2 – Y	-	-	-	-	188.431	0,000
X1 – Z	0.524	0.095	0.600	5.498	-	0.001
X2 – Z	0.347	0.106	0.257	3.266	-	0.002
X1,X2 – Z	-	-	-	-	209.082	0,000
Y – Z	0.790	0.044	0.919	18.084	-	0.001

Source: SPSS 32.0 output

After the SPSS output results above are distributed into the structural equation image, it looks as follows:

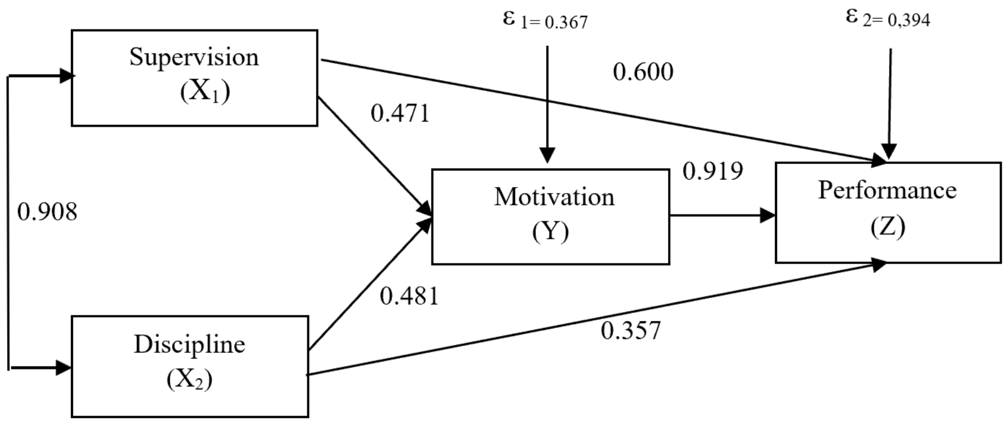

Figure 1. Path Analysis Results

To examine the direct and indirect effects, please refer to the following table:

Table 5. Recapitulation of the Direct and Indirect Effects of Supervision and Discipline on Motivation

Variable	Direct	Indirect		Sub Total	Total
		X_1	X_2		
Supervision (X_1)	22.18%		20.58%	20.58%	42.76%
Discipline (X_2)	23.14%	20.58%		20.58%	43.72%
Influence of X_1, X_2					86.48%
Influence of other variables					13.52%

Source: Data processed for research purposes (2026)

Based on the table above, it is known that Supervision (X_1) has a direct effect on Motivation (Y) of 22.18% and an indirect effect through Discipline (X_2) of 20.58%, bringing the total effect of Supervision on Motivation to 42.76%. Meanwhile, Discipline (X_2) has a direct effect of 23.14% and an indirect effect through Supervision (X_1) of 20.58%, bringing the total effect of Discipline on Motivation to 43.72%.

Simultaneously, Supervision and Discipline have an effect on Motivation of 86.48%, which is close to the coefficient of determination value (R^2 = 86.5%). The remaining 13.52% is influenced by other variables outside the research model that were not examined. Thus, Discipline is a variable that has a slightly greater influence on Motivation compared to Supervision.

Table 6. The Value of the Determination Coefficient of Motivation and Discipline on Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,930	0,865	0,860	206,37588

a. Predictors: (Constant), Discipline, Supervision

Source: SPSS 32.0 output

Based on Table 6, it is known that the R value is 0.930, indicating that the relationship between Supervision (X1) and Discipline (X2) with Motivation (Y) falls into the very strong category. The R Square value of 0.865 indicates that 86.5% of the variation in Motivation can be explained by the Supervision and Discipline variables, while the remaining 13.5% is explained by other variables outside the research model.

Tabel 7. Recapitulation of the Direct and Indirect Effects of Supervision and Discipline on Performance

Variable	Direct	Indirect		Sub Total	Total
		X_1	X_2		
Supervision (X_1)	36%		19.45%	19.45%	55.45%
Discipline (X_2)	12.74%	19.45%		19.45%	32.19%
Influence of X_1, X_2					87.64%
Influence of other variables					13.52%

Source: Data processed for research purposes (2026)

From the results of the path analysis conducted, the direct effect of supervision on motivation was found to be 36%, the direct effect of discipline on motivation was 12.74%, and the total effect of supervision and discipline on motivation, both directly and indirectly, was 87.64%. This value explains the coefficient of determination (R^2), as shown in the following table.

Table 8. The Value of the Determination Coefficient of Motivation and Discipline on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,936	0,876	0,872	169,48167

a. Predictors: (Constant), Discipline, Supervision

Source: SPSS 32.0 output

The Adjusted R Square value of 0.872 indicates that after adjusting for the number of independent variables used, the ability of the Supervision and Discipline variables to explain Performance is 87.2%. Meanwhile, the Std. Error of the Estimate value of 169.48167 indicates the prediction error level of the regression model used in this study. Thus, it can be concluded that the Supervision and Discipline variables have a very strong ability to explain changes in employee Performance.

Subsequently, from the path analysis results, the path coefficient of Motivation (Y) on Performance (Z) was found to be 0.919. The calculation results show that the direct effect of Motivation on Performance is 84.46%. This indicates that Motivation has a very strong influence on employee performance. The higher the motivation possessed by employees, the higher the performance they produce in carrying out their duties and job responsibilities. Since in Structure III there is only one independent variable, namely Motivation (Y), there is no indirect effect. Thus, the total effect of Motivation on Performance is equal to its direct effect, which is 84.46%.

Tabel 9. Coefficient of Determination of Work Motivation on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,919	0,845	0,842	188,18190

a. Predictors: (Constant), Motivation

The Adjusted R Square value of 0.842 indicates that after adjustment, the ability of the Motivation variable to explain changes in Performance is 84.2%. Thus, it can be concluded that Motivation has a very strong influence on employee performance and is able to explain most of the variation in Performance in this study.

Discussion

The Influence of Supervision on Work Motivation

The results of this study indicate that supervision has a positive and significant effect on employee work motivation at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office, with a direct effect of 22.18% and an indirect effect through work discipline of 20.58%, bringing the total effect to 42.76%. This finding is in line with the theory put forward by

Robbins and Coulter (2020), which states that effective supervision through monitoring, evaluation, and feedback can enhance individual work enthusiasm and behavior. Good supervision not only functions as a control mechanism but also as a means of guidance that provides clear direction to employees, enabling them to better understand their duties and responsibilities (Siagian, 2020). When employees feel valued and guided by their superiors through direct supervision, provision of direction, and constructive corrective actions, a sense of security and self-confidence emerges, which in turn enhances their work motivation (Dessler, 2020; Mangkunegara, 2021). This finding is also consistent with the research of Sari and Prasetyo (2022), which proved that supervision has a positive and significant effect on employee motivation, as well as the study by Setiawan (2022), which found that effective supervision can improve employee discipline and work motivation within organizations.

The Influence of Work Discipline on Work Motivation

The results of this study also reveal that work discipline has a positive and significant effect on work motivation, with a direct effect of 23.14% and an indirect effect through supervision of 20.58%, bringing the total effect to 43.72%. This finding reinforces the theory of Hasibuan (2019), which states that work discipline is an individual's awareness and willingness to comply with all applicable rules and norms within the organization, ultimately creating a regular and responsible work pattern. Employees with high work discipline tend to be more organized, punctual, and consistent in carrying out their duties, thereby forming positive work habits that encourage the emergence of internal motivation (Sutrisno, 2021). High work discipline creates a structured and professional work environment, in which employees feel more confident and motivated to give their best contributions (Rivai, 2021). This result is consistent with the research of Nugroho (2022), which found that work discipline has a significant effect on employee work motivation, as well as the study by Yamali, Bukit, and Ananda (2019), which showed that work discipline has a positive effect on employee motivation and performance, both directly and indirectly.

The Influence of Supervision on Employee Performance

The results of this study indicate that supervision has the most dominant direct effect on employee performance, amounting to 36.00%, with an indirect effect through work discipline of 19.45%, bringing the total effect to 55.45%. This finding confirms the theory of Siagian (2020), which states that supervision is the process of observing the implementation of all organizational activities to ensure that work proceeds in accordance with established plans. Effective supervision helps employees stay focused on work targets, reduce errors, and increase productivity (Robbins & Coulter, 2020). When superiors routinely conduct monitoring, evaluation, and provide clear direction, employees will be more motivated to work according to standards and achieve optimal results (Mangkunegara, 2021). This result is reinforced by the research of Gibson et al. (2020), which emphasizes that supervision is an important factor in improving individual work effectiveness and efficiency. This finding is also in line with the research of Sari (2023), which proved that supervision and work discipline have a positive effect on employee performance, as well as the study by Ahadi, Suryani, and Sudirman (2023), which showed that managerial factors such as supervision play a strategic role in improving employee performance.

The Influence of Work Discipline on Employee Performance

The results of this study indicate that work discipline has a positive and significant effect on employee performance, with a direct effect of 12.74% and an indirect effect through supervision of 19.45%, bringing the total effect to 32.19%. This finding is consistent with the theory of Hasibuan (2019), which states that work discipline reflects an individual's responsibility in carrying out work, and individuals with high work discipline will be more responsible in performing their duties, thereby being able to produce optimal performance. Sutrisno (2021) also affirms that good work discipline will increase work productivity because individuals are able to work in an orderly manner, on time, and in accordance with established procedures. Employees with high work discipline tend to be more active, able to maintain work quality, and achieve the targets set by the company (Dessler, 2020). The results of this study are supported by the findings of Putra and Dewi (2023), which showed that work discipline has a positive effect on employee performance, as well as the research of Wulandari (2024), which found that work discipline is an important factor in improving work effectiveness and the achievement of organizational goals.

The Influence of Work Motivation on Employee Performance

The results of this study indicate that work motivation has a very strong influence on employee performance, with a path coefficient of 0.919 and an effect of 84.46%. This finding reinforces the theory of Robbins and Judge (2020), which states that work motivation is a process that explains the intensity, direction, and persistence of an individual in achieving organizational goals. The higher the motivation possessed by employees, the greater the effort they exert, thereby resulting in improved performance (Dessler, 2020). The results of this study are also in line with the theory of Mangkunegara (2021), which explains that motivation is a condition that drives employees to achieve organizational goals, and employees with high motivation will demonstrate greater work enthusiasm, a desire to achieve targets, and strive to deliver the best work results for the company. Herzberg, in his two-factor theory, also emphasizes that intrinsic motivation such as achievement, recognition, and responsibility directly contributes to improved individual performance (Robbins & Judge, 2020). This finding is reinforced by the research of Rahmawati (2021) and Wulandari (2024), which proved that work motivation has a positive and significant effect on employee productivity and performance. The studies by Yamali, Bukit, and Ananda (2019) as well as Ahadi, Suryani, and Sudirman (2023) also confirm that work motivation plays an important role in improving employee performance and is able to serve as an effective intervening variable.

The Influence of Supervision and Work Discipline on Performance through Work Motivation

The results of the path analysis show that work motivation is proven to be able to mediate the influence of supervision and work discipline on employee performance, with a total indirect effect of 79.89%. Supervision affects performance through motivation by 25.97% and through discipline and motivation by 24.09%, bringing the total effect of supervision on performance through motivation to 50.06%. Meanwhile, work discipline affects performance through motivation by 15.77% and through supervision and motivation by 14.06%, bringing the total effect of discipline on performance through motivation to 29.83%. These findings confirm that work motivation serves as an intervening variable that strengthens the relationship between supervision and work discipline on employee performance. This result is in line with the theory of Wibowo (2021), which explains that motivation is one of the main factors determining an individual's success in achieving optimal performance. Employees with high motivation will strive to work harder, be more responsible, and be more oriented toward achieving work targets.

This finding is also consistent with the research of Yamali et al (2019), which showed that motivation and work discipline are able to mediate the influence of independent variables on employee performance, as well as the study by Ahadi, Suryani, and Sudirman (2023), which proved that motivation can serve as an intervening variable in improving employee performance. Effective supervision through the provision of direction, monitoring, and evaluation will increase motivation because employees feel valued, guided, and appreciated (Siagian, 2020). On the other hand, high work discipline creates a consistent and responsible work pattern, which also encourages increased motivation (Hasibuan, 2019; Sutrisno, 2021). High motivation subsequently drives employees to work more actively, improve the quality of their work, and achieve the targets set by the company (Robbins & Judge, 2020; Mangkunegara, 2021). Thus, this study empirically proves that supervision and work discipline not only have a direct effect on performance, but also have a significant indirect effect through work motivation as a mediating variable at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office.

CONCLUSION

This study concludes that supervision and work discipline have a positive and significant effect on employee performance through work motivation at PT Bank Negara Indonesia (Persero) Tbk Jambi Branch Office. Descriptively, all four research variables fall into the good to high category. Supervision and work discipline simultaneously contribute 86.48% to work motivation and 87.64% to employee performance. Work motivation is proven to have a very dominant influence on performance (84.46%) and is able to mediate the influence of supervision and work discipline on employee performance, with a total indirect effect of 79.89%. These findings confirm the theories of Hasibuan (2019), Robbins and Coulter (2020), and Mangkunegara (2021) that supervision, discipline, and motivation are key factors in improving individual performance, while also reinforcing empirical evidence that motivation serves as an intervening variable that strengthens the relationship between managerial and behavioral variables on performance.

This study has several limitations that need to be acknowledged. First, the research was conducted at only one BNI branch office with a limited sample size (62 respondents), so the results cannot be broadly generalized to the entire banking industry or other organizations. Second, the use of a quantitative approach with a questionnaire as the primary instrument limits the depth of information, as it relies solely on respondents' subjective perceptions at a single point in time (cross-sectional), and thus cannot capture the dynamics of variable changes over the long term. Third, the research model only involves three variables (supervision, discipline, and motivation), so there are still other potential variables that may affect employee performance such as leadership, organizational culture, compensation, and work environment that have not been included in the research model.

For future researchers, it is recommended to expand the scope of the study by involving more respondents from various branch offices or other banking sectors, adding other variables such as leadership and organizational culture, as well as employing mixed methods or longitudinal approaches to gain a deeper and more comprehensive understanding of the factors influencing employee performance.

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