

## The Influence of Supervision and Work Discipline on Employee Performance at the Municipal Trade and Industrial Services Gorontalo

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### ABSTRACT

This research was conducted with the aim of know and analyze (1) The effect of supervision on employee performance at the Gorontalo City Industry and Trade Service, (2) The effect of work discipline on employee performance at the Gorontalo City Industry and Trade Service, and (3) The effect of supervision and work discipline simultaneously on employee performance at the Department of Industry and Trade of Gorontalo City. This study uses a quantitative approach with survey research methods. The research sample consisted of 68 employees at the Industry and Trade Office of Gorontalo City. Data collection techniques using questionnaires and documentation. Data analysis was performed with multiple linear regression.

The conclusions from this study are: 1) Supervision with positive effect of 0.138 and significant at alpha 0.05 on the performance of employees at the Department of Industry and Trade of Gorontalo City. The results of this test mean that the better the supervision, the better the performance of employees at the Gorontalo City Industry and Trade Office. In addition, the test results for the coefficient of determination are 0.1332, which means that 13.32 percent of the variable the performance of employees at the Department of Industry and Trade of the City of Gorontalo is determined by supervision; 2) Discipline work with positive effect of 0.438 and significant at alpha 0.05 on the performance of employees at the Department of Industry and Trade of Gorontalo City. The results of this test mean that the better the work discipline, the better the performance of employees at the Gorontalo City Industry and Trade Office. In addition, the test results for the coefficient of determination are 0.2591, which means that 25.91 percent of the variable employee performance at the Gorontalo City Industry and Trade Office is determined by work discipline; 3) Monitoring and work discipline simultaneously with positive effect of 0.576 and significant at alpha 0.05 on the performance of employees at the Department of Industry and Trade of Gorontalo City. The results of this test mean that the better the supervision and work discipline, the better the performance of employees at the Gorontalo City Industry and Trade Office. In addition, the results of testing the coefficient of determination is equal to 0.420 which means that as big as 42 percent the performance of employees at the Gorontalo City Industry and Trade Office is determined by supervision and work discipline.

## INTRODUCTION

### A. Background of the problem

Public Administration is the study of how to manage a public/government organization. The implementation of public administration can be realized if there are management activities which are one of the important things in running an organization. Management has the function of optimizing the use of resources and the implementation of tasks in achieving organizational goals effectively and efficiently. Management is a continuous effort carried out by organizations that involves an element of the organization including human resources, namely employees as the front line in running the wheels of the organization accompanied by the ability of a leader to coordinate various resources within the organization.

An organization will be able to achieve certain goals, missions and targets if it is supported by reliable human resources. It can be seen from the extent to which the work carried out creates good performance. Human resources in the organization function to develop and manage other resources to the maximum extent possible, so that they can generate profits. Human resource management is one of the key factors to get the best performance. Every organization has an interest in the best performance that can be produced by a series of systems that apply inAs for tThe purpose of this quantitative approach is to test theory, build facts, show combinations between variables, provide statistical descriptions, estimate and predict results. The research objectives are more directed to show the relationship between variables, verify theories, make predictions, and generalize. the organization. For this reason, the issue of human resources is an important issue from all levels of planning to evaluation that utilizes these human resources.

Every organization needs human resources to achieve its goals. The achievement of organizational goals depends on the strategy set in utilizing human resources owned so that they carry out their work with high performance according to the targets set. Resources are needed to create power, movement, activities, activities and actions in an organization, institution or company. The role of human resources is very important in an organization. The human resources in question are people who provide energy, thought, talent, creativity and effort in carrying out company activities. Employees as human resources are the most important assets owned by an organization.

The need for employee performance in an organization is evidence of the success or failure of the organization's goals. Individual employee performance has different levels of ability in carrying out their duties and responsibilities. Improving employee performance will bring progress for the organization to be able to survive in an unstable global competition. Hence, attempt 1Efforts to improve employee performance are the most serious management challenge because success in achieving organizational goals and survival depends on the quality of the performance of the human resources in it.

Employee performance is an important asset for an organization because the success of an organization is influenced by employee performance. Employee performance is the achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of the organization in achieving the goals and progress that has been set. Therefore, organizations need to mobilize and monitor their employees so they can develop all their capabilities.

So important, employee performance as a benchmark for organizations to assess ability,

productivity and provide useful information for matters relating to employees. Good employee performance is reflected in their abilities provide professional and quality performance. According to Sedarmayanti (2017: 286) employee performance is the result of employee work as shown through work quality, timeliness, initiative, ability, and communication. These five indicators are quantitative and/or qualitative measures that describe the level of achievement of a predetermined target or goal of employee performance.

The problem of employee performance in a public organization is an important issue in human resource management. Performance is also a very important issue for every employee. The phenomenon of less than optimal performance problems is the main factor at this time that many organizations have to live with, some organizations realize how important it is to improve employee performance and know how through which high levels of employee performance can be achieved in determining the success of an organization (Tran & Thao, 2015; Rivai, 2017).

The problem of not optimal employee performance is still a serious problem in Indonesia, especially in the government sector. In the government sector, the quality of work provided to the public is expected to be the goal of every institution to further improve employee performance. To achieve this goal, agencies responsible for human resources in government must focus on improving the performance of employees in serving the public. In addition, human resources play a role in achieving organizational goals and human resources are also a dynamic factor that can determine the progress or decline of an organization (Rivai, 2017; Capadosa & Bernard, 2013; Masharyono & Sumiyati, 2016). However,

In general, in the government sector, employee performance problems in public organizations are related to unresponsive, inadequate, impolite and inefficient services to the public. In addition, it is related to the timeliness in carrying out the task, as well as the inaccuracy in carrying out the task according to the SOP (Standard Operating Procedure). Employees do not carry out their duties and responsibilities as they should (Rosid, 2020; Wau, et al, 2021; Ramdani, et al, 2022). According to Manullang (2018: 17) etymologically, performance comes from the word performance. Performance comes from the word "to perform" which has several entries: (1) enter, execute, implement; (2) fulfill or carry out a vow; (3) describe a character in a game; (4) describe with voice or musical instrument; (5) carrying out or perfecting responsibilities; (6) carry out an activity in a game; (7) playing music; (8) do something expected by a person or machine. Not all of these inputs are relevant to performance here, only four, namely: (1) doing; (2) fulfill or carry out something; (3) carrying out a responsibility; (4) do something that is expected by someone. From this input it can be interpreted that performance is the implementation of a job and the improvement of the work in accordance with the responsibilities so that it can achieve the results as expected. This definition shows that performance is more emphasized on the process, where the implementation of the work is carried out with improvements, so that the achievement of work results or performance can be optimized. (6) carry out an activity in a game; (7) playing music; (8) do something expected by a person or machine. Not all of these inputs are relevant to performance here, only four, namely: (1) doing; (2) fulfill or carry out something; (3) carrying out a responsibility; (4) do something that is expected by someone. From this input it can be interpreted that performance is the implementation of a job and the improvement of the work in accordance with the responsibilities so that it can achieve the results as expected. This definition shows that performance is more emphasized on the process, where the implementation of the work is carried out with improvements, so that the achievement of work results or performance can be optimized.

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Performance according to Amanda (2016: 3) is the result or success rate of a person as a

whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals and criteria that have been determined in advance and have been mutually agreed upon. Meanwhile, according to Wirawan (2016: 6) that the concept of performance is an abbreviation of work energy kinetics whose equivalent in English is performance. The term performance is often Indonesianized as performance. Performance is the output produced by the functions or indicators of a job or a profession within a certain time.

According to Rivai (2013: 309) the notion of performance is as a result of concrete work that can be observed and can be measured. According to Gomes (2008: 45) performance is a record of the production results of a particular job or activity in a certain period of time. According to Mangkunegara (2014: 67), employee performance is work performance or work results (output) both quality and quantity achieved by an employee in carrying out his work duties in accordance with the responsibilities given to him. According to Kusriyanto (2006: 3) performance as a comparison of the results achieved with the participation of labor per unit of time (usually per hour). These various opinions provide an understanding that performance emphasizes concrete work results in measurable quality and quantity of an employee in completing the tasks and responsibilities given to him during the specified time period.

According to Bangun (2012: 231) stated performance as a result of work achieved by employees based on job requirements. In relation to these various requirements, Musyafi', et al (2016: 151) revealed that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. There are 3 (three) main factors that influence performance, namely individual (work ability), work effort (desire to work), and organizational support (opportunity to work). In other words, it can be understood that performance is the result of work achieved by a person in carrying out the tasks assigned to him in accordance with established criteria.

According to Cushway (2002:1998) performance is assessing how someone has worked compared to predetermined targets. According to Mathis and Jackson (2011: 378) performance is basically what employees do or don't do. According to Yuyun (2016: 389) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. Simamora (2006:339) confirms that employee performance refers to the level of achievement of the tasks formed in an employee's job. Performance reflects how well the employee meets the requirements of a job. These three opinions can be interpreted that performance is the result obtained from what is done by employees on the tasks given according to their role in the organization.

Based on the explanation above, it can be put forward the notion of performance. Employees in this study are the results of employees' work in completing the tasks and responsibilities given to them during the specified time period and criteria.

#### **Factors Affecting Performance**

Robbins and Judge in Hendriani & Efni (2020:80) mention the factors that influence performance including supervision and work discipline. Employee performance is influenced by many factors, one of which is supervision (Ananda, 2021:2). Work supervision affects employee performance, this statement is reinforced by Yamoah's research in Fitri & Rusmana (2020:93), showing that effective monitoring can improve the employee performance. This is also supported by the opinion of Armstrong & Baron in Fitri & Rusmana (2020:93) that employee performance increases if corrections are made on time. Fitri & Rusmana (2020:92) argues that supervision is a function of management in achieving goals, playing a very important role.

It is important that with supervision the possibility of irregularities can be prevented.

Sutikno's theory in Ananda (2021: 2-3) suggests that with the supervision of leaders, they can find out the real activities of every aspect and every problem of carrying out tasks within the respective organizational units, so if deviations occur, they can immediately take corrective steps and necessary actions in accordance with the predetermined plan as well as the applicable laws and regulations. Supervision is needed by the organization to ensure the achievement of organizational goals.

## METHODS

### A. Place and time of research

This research was conducted at the Department of Trade and Industry of Gorontalo City. The researcher chose this research location with the consideration that employees at the agency were seen as more cooperative with the writer, so that the researcher and the respondent could coordinate and cooperate well in an effort to support the smooth running of the research. Thus research can run efficiently and effectively. In addition, researchers can be more flexible in accessing data because the distance is easily accessible and more economical.

This research was carried out effectively for 3 (three) months, starting from the 4th Sunday of August to the 1st Sunday of November 2022, the activities of which consisted of: a) Improvement of proposals, b) Preparation of instruments, c) Collection of research data, d) Analysis of research data, e) Preparation of research report drafts, f) Guidance consultations, and g) Examinations.

### B. Approach, Method and Research Design

This research was carried out with a quantitative approach, in this case research test the various theories used to determine the hypothesis. Data were collected with an instrument that measures attitudes, and the information was analyzed using statistical procedures and hypothesis testing

## DISCUSSION

Discussion of research results refers to the results of testing three research hypotheses, namely: (1) there is a positive and significant influence of supervision of employee performance at the Gorontalo City Trade and Industry Office, (2) there is a positive effect of work discipline on employee performance at the Gorontalo City Trade and Industry Office, (3) there is a positive influence of joint supervision and work discipline on employee performance at the Department of Trade and Industry of Gorontalo City. The interpretation of research results and their discussion is related to the science of public administration as described below.

1. The effect of supervision on employee performance at the Department of Trade and Industry of Gorontalo City

The results of testing the first hypothesis stated that: "There is a positive and significant influence of supervision of the performance of employees at the Gorontalo City Trade and Industry Office" has been proven true. Viewed from the contribution of the direct influence of supervision on employee performance at the Department of Trade and Industry of Gorontalo City that is equal to  $0.3652 = 0.1332$  it is understood that amounted to 13.32 percent variations in employee

performance at the Gorontalo City Trade and Industry Office can be explained by supervision. In other words, the better the supervision implemented by the leadership of the Gorontalo City Trade and Industry Service, the better the performance of employees at the Gorontalo City Trade and Industry Service. On the other hand, the worse the supervision implemented by the leadership of the Gorontalo City Trade and Industry Service, the worse the performance of employees at the Gorontalo City Trade and Industry Service, so that empirically it can be explained that supervision has an influence on employee performance at the Department of Trade and Industry of Gorontalo City.

The findings above provide information that the performance of employees at the Department of Trade and Industry of the City of Gorontalo is positively influenced directly by supervision. This is appropriate study Ramdani, et al (2022) that there is a positive effect of

supervision on employee performance with a moderate level of relationship. In line with research Rosid (2020) that the influence of supervision on employee performance is determined by the implementation of direct supervision techniques and the implementation of indirect supervision techniques by the leadership of the organization. The link between the two studies and this study confirms that if organizational leaders carry out direct and indirect supervisory techniques, then the performance of employees will increase.

The results of this study strengthen Robbins & Judge's theory in Hendriani & Efni (2020: 80) which states that the factors that affect performance include supervision. Therefore, it is time for the leadership of the Gorontalo City Trade and Industry Office to streamline supervision, this is taking into account Yamoah's assertion in Fitri & Rusmana (2020: 93), that effective monitoring can improve the performance of employees. Thus effective supervision at the Gorontalo City Trade and Industry Office can be carried out by taking into account the opinion of Armstrong & Baron in Fitri & Rusmana (2020: 93) that employee performance increases if corrections are made on time. Supervision is one of the management functions in achieving the goals of the Gorontalo City Department of Trade and Industry,

If you pay attention to Sutikno's theory in Ananda (2021: 2-3), it can be stated that with supervision from the leadership of the Gorontalo City Trade and Industry Service, you can find out the real activities of every aspect and every problem of carrying out tasks within the Trade and Industry Office. The City of Gorontalo, respectively, in the event of a deviation, can immediately take corrective steps and necessary actions in accordance with the predetermined plan and the applicable laws and regulations. Supervision at the Department of Trade and Industry of the City of Gorontalo is needed to ensure the achievement of the objectives of the Office of Trade and Industry of the City of Gorontalo.

The performance of employees at the Department of Trade and Industry of the City of Gorontalo is the result or all of the major achievements of an employee during a certain period in completing a task. In an effort to improve, evaluate and maintain employee performance in the right number and type, supervision is needed at the Department of Trade and Industry of the City of Gorontalo. Irregularities that can occur at the Department of Trade and Industry of the City of Gorontalo have the potential to cause failure in achieving goals, so there is a need for supervision as an effort to achieve goals. Activities that cannot be controlled will be more detrimental to the Department of Trade and Industry of the City of Gorontalo because basically humans will act negatively at will if they are not supervised.

Supervision is an important thing to be carried out by the leadership of the Gorontalo City

Trade and Industry Service so that the various responsibilities, functions and programs that are carried out can run well. The importance of supervision as a factor in influencing employee performance at the Gorontalo City Trade and Industry Office because as a means of controlling or controlling activities whereby through this supervision employees at the Gorontalo City Trade and Industry Office can be assessed properly, so as to increase employee discipline in work and have an impact on achieving maximum employee performance.

In an effort to improve the performance of employees at the Gorontalo City Trade and Industry Service, they must pay attention to supervision, where if all activities and tasks are carried out with high supervision, performance will also be high and vice versa. Life within the Gorontalo City Trade and Industry Service organization will require obedience from its members to the rules and regulations that apply. In other words, supervision of employees is needed, because what is the goal of the Gorontalo City Department of Trade and Industry will be difficult to achieve if there is no supervision. Supervision at the Department of Trade and Industry of Gorontalo City is very necessary because basically humans will take negative actions if they are not supervised by leaders while working, as seen in the problems that occur, namely work that is not in accordance with the procedure. Employees at the Gorontalo City Trade and Industry Office who carry out other activities during working hours, so that it will have an impact on achieving organizational goals that are inefficient and ineffective.

Such is the importance of supervision at the Department of Trade and Industry of the City of Gorontalo, that this needs to be considered as a serious matter. In practice, supervision in every field of work or activity demands an effective and efficient procedure, method and supervision technique. Efforts to realize this can create conditions and a working climate that supports and creates supervision as a natural process within a government organization. Therefore, in order for supervision at the Department of Trade and Industry of the City of Gorontalo to be effective and efficient, it is carried out by increasing the leadership's attention to employee entry and exit hours by implementing rewards (rewards for employees who are disciplined at entering and leaving employees) and punishment (sanctions). ) for those who commit violations.

This study found that there are three indicators or statement items that get the highest percentage in the good category which must be maintained and even improved in strengthening the performance aspects of the Industrial Service and improving Gorontalo City, namely the ease of interaction between superiors and staff employees, increasing employee capabilities in the use of good and correct Indonesian, as well as increasing the ability of pemmployee for memuse information technology in communication. In addition, the management of the Gorontalo City Department of Trade and Industry needs to improve the lowest performance indicator, namely increasing employee ability able to make new innovations in work, increase physical evidence in the form of availability complete office equipment, increase employee ability in operating information technology.

Influence work discipline on the performance of employees at the Department of Trade and Industry of the City of Gorontalo

The results of testing the second hypothesis stated that: "There is a positive influence of work discipline on employee performance at the Gorontalo City Department of Trade and Industry "tested the truth. Viewed from the contribution of the direct influence of work discipline on employee performance at the Department of Trade and Industry of Gorontalo City that is equal to  $0.5092 = 0.2591$  it is understood that amounted to 25.91 percent variations in employee performance

at the Department of Trade and Industry of the City of Gorontalo can be explained by work discipline. In other words, the higher the perceived work discipline, the better the performance of employees at the Department of Trade and Industry of Gorontalo City. Conversely, the lower the perceived work discipline, the lower the performance of employees at the Gorontalo City Department of Trade and Industry, so that empirically it can be explained that work discipline has an influence on employee performance at the Department of Trade and Industry of Gorontalo City.

The findings above provide information that the performance of employees at the Department of Trade and Industry of the City of Gorontalo is positively influenced directly by work discipline. This is in accordance with the research of Wau, et al (2021) that work discipline has a significant effect on employee performance. In line with research Fajri & Dalmar (2020) that employee perceptions of work discipline and employee performance variables are in the high category, so there is a strong relationship between work discipline and performance. The link between the two studies and this research confirms that if the leadership and all elements of the organization consistently apply work discipline, then the performance of the employees will increase.

The results of this study strengthen Robbins & Judge's theory in Hendriani & Efni (2020: 80) which states that the factors that affect performance include work discipline. If you pay attention to several studies that the better the employee discipline, the higher the work performance that can be achieved (Edison, et al in Hendriani & Efni, 2020: 80; Tumilaar in Fitri & Rusmana, 2020: 93; Hasibuan in Fitri & Rusmana, 2020: 93), then it can be said that work discipline at the Gorontalo City Trade and Industry Service is a tool used to communicate with employees so that they are willing to change a behavior as well as an effort to increase awareness and willingness to comply with all organizational regulations and applicable social norms.

Work discipline is an absolute thing in the Department of Trade and Industry of the City of Gorontalo so that the ability/performance of employees can be achieved. So, effective discipline should be directed to behavior and not to employees personally, because the reason for discipline is to improve employee performance at the Gorontalo City Department of Trade and Industry. This encourages passion for work, enthusiasm for work and the realization of the goals of the Department of Trade and Industry of the City of Gorontalo. Work discipline is also very important for the growth of the Gorontalo City Trade and Industry Office, especially for motivating employees to be self-disciplined in carrying out work well individually or in groups. Besides that,

Work discipline at the Gorontalo City Trade and Industry Service is an attitude of willingness and willingness of an employee to comply with regulations and comply with all social norms that apply at the Gorontalo City Trade and Industry Office. An employee at the Gorontalo City Trade and Industry Service who voluntarily obeys all regulations and is aware of duties and responsibilities is an attitude that is aware of the importance of discipline. The main goal of discipline at the Gorontalo City Trade and Industry Office is to increase efficiency as much as possible by preventing wastage of time and energy. Increasing discipline at the Gorontalo City Department of Trade and Industry is an important part of improving employee performance. Therefore,

If paying attention to improving employee performance at the Gorontalo City Trade and Industry Service is influenced by work discipline, then this aspect is something that must be instilled in every employee at the Gorontalo City Trade and Industry Service. Discipline is the key to realizing goals at the Gorontalo City Trade and Industry Service, employees and the community,

with good work discipline it means that employees are aware and willing to do all their tasks properly. With work discipline, it will ensure the maintenance of order and the smooth running of tasks, for employees at the Department of Trade and Industry of Gorontalo City, a pleasant working atmosphere is obtained.

Good work discipline reflects the sense of responsibility of employees at the Gorontalo City Department of Trade and Industry for the tasks assigned to them. Without good employee work discipline, it is difficult for the Department of Trade and Industry of the City of Gorontalo to achieve optimal results.

This study found that there were three indicators or statement items that obtained the highest percentage in the good category which had to be maintained and even improved in strengthening aspects of supervision at the Department of Trade and Industry of Gorontalo City, namely reviewing SOPs used as standards in implementing activities, involving internal audits ( internal auditor) as the executor of organizational measurement on an ongoing basis, and conducts continuous reviews for the activity evaluation mechanism in the form of written reports, telephone calls, etc.). In addition, the management of the Gorontalo City Department of Trade and Industry needs to improve the lowest performance indicator, namely increasing problem solving abilities, arrange priority actions to solve problems, and hresults of corrections and any follow-up improvements are socialized to employees within the organization to obtain a common perception in subsequent actions.

Influencesupervisionandwork disciplineon the performance of employees at the Department of Trade and Industry of the City of Gorontalo

The results of testing the second hypothesis stated that: "There is a positive influence of supervisionandwork disciplineon the performance of employees at the Gorontalo City Department of Trade and Industry" is proven true. Judging from the value of the coefficient of determination  $R^2 = 0.420$ , it indicates that 0.420 or 42 percent of variations in employee performance are influenced by supervisory and work discipline variables, and the rest by other causes. The influence of other factors that were not observed by researchers was  $(100\% - 42\%) = 58\%$ . This influence is the influence of other factors outside of the variables of supervision and work discipline such as work culture programs, job satisfaction, work environment, leadership, work motivation, and so on. In other words, better controlandwork discipline, the better the performance of employees at the Department of Trade and Industry of the City of Gorontalo. Conversely, the less good supervisionandwork discipline, then the performance of employees at the Department of Trade and Industry of the City of Gorontalo is getting worse, so that empirically it can be explained that supervisionandwork disciplinehas a simultaneous influence on the performance of employees at the Department of Trade and Industry of Gorontalo City.

The findings above provide information that the performance of employees at the Department of Trade and Industry of the City of Gorontalo is positively influenced directly bysupervisionandwork discipline. The findings of this study are in accordance withstudyHarianto & Saputra (2020) that work supervision and work discipline together have a positive and significant effect on employee performance. In line with Triwahyuni & Syamsuri's research (2021) and Tumilaar's research in Fitri & Rusmana (2020:93), supervision and discipline have a simultaneous and partial positive effect on employee performance, that supervision and work discipline have a positive and significant effect on employee performance. The link between the two studies and this research confirms that if supervision and work discipline are jointly applied

consistently by organizational leaders and employees in the organization, the performance of the employees will increase.

PSupervision at the Department of Trade and Industry of the City of Gorontalo is carried out with the aim that employees do not carry out the work according to their wishes but still refer to the work regulations that have been set. This supervision is also carried out to minimize employees from taking disciplinary actions that are not in accordance with applicable regulations at the Gorontalo City Trade and Industry Office. Supervision can be used to monitor things that can be detrimental to the Gorontalo City Trade and Industry Office, such as work errors, work shortages, work weaknesses and inappropriate work methods. Supervision that is carried out on an ongoing basis will have a positive impact on the development and change of the Department of Trade and Industry of the City of Gorontalo in a better direction. Supervision is a very essential management function, no matter how good the work actions are without supervision, the work cannot be said to be successful. Supervision that is carried out and appropriate makes employee performance higher in accordance with the plan that has been prepared by the management of the Gorontalo City Trade and Industry Office.

Meanwhile, good work discipline will accelerate goals at the Gorontalo City Trade and Industry Office, while declining work discipline will become a barrier and slow down the achievement of goals at the Gorontalo City Trade and Industry Service. Work discipline at the Department of Trade and Industry of the City of Gorontalo is a force that develops within the employee's body which causes employees to adapt voluntarily to decisions, regulations, and high values of work and behavior. Therefore, the management of the Department of Trade and Industry of the City of Gorontalo encourages employees to fulfill the demands of various provisions in the Office of Trade and Industry of the City of Gorontalo,

Work discipline is the key as well as the goal to be achieved by the Gorontalo City Trade and Industry Office because work discipline can lead to the behavior of workers to become more obedient to the rules, by obeying the rules it is hoped that they will show higher morale. Work enthusiasm can lead to efficiency and in the end the goals of the Gorontalo City Department of Trade and Industry can be achieved because it has productive employees.

Good work discipline at the Gorontalo City Trade and Industry Office will reflect an employee's sense of responsibility for the work that has been given by the leadership. Therefore, leaders are required to provide examples of high discipline, so that their employees can do this. The leadership of the Department of Trade and Industry of Gorontalo City is said to be effective if it can create high discipline within the organization. Good work discipline can increase employee performance by making the best use of working time.

This study found that there were three indicators or statement items that obtained the highest percentage in the good category which must be maintained and even improved in strengthening aspects of work discipline in the Department of Trade and Industry to improve Gorontalo City, namely employees are consistent in wearing neat clothes according to the rules, every employee must know what is permissible and what is not permissible in the organization, and always carry out tasks with full responsibility. In addition, the management of the Gorontalo City Department of Trade and Industry needs to improve the lowest performance indicator, namely employees are ready to be penalized if they arrive late), each employee carries out all the position rules set by the organization, and during working hours the employee never leaves the office.

## CONCLUSION

Based on the results of the research and discussion, the following research conclusions are put forward:

1. Supervision has a positive effect of 0.138 and is significant at alpha 0.05 on the performance of employees at the Department of Trade and Industry of the City of Gorontalo. The results of this test mean that the better the supervision, the better the performance of employees at the Department of Trade and Industry of Gorontalo City. In addition, the test results for the coefficient of determination are 0.1332, which means that 13.32 percent of the variable the performance of employees at the Department of Trade and Industry of the City of Gorontalo is determined by supervision.

3. Work discipline has a positive effect of 0.438 and is significant at alpha 0.05 on the performance of employees at the Department of Trade and Industry of the City of Gorontalo. The results of this test mean that the better the work discipline, the better the performance of employees at the Department of Trade and Industry of Gorontalo City. In addition, the test results for the coefficient of determination are 0.2591, which means that 25.91 percent of the variable employee performance at the Department of Trade and Industry of Gorontalo City is determined by work discipline. Simultaneous supervision and work discipline has a positive effect of 0.576 and is significant at alpha 0.05 on the performance of employees at the Department of Trade and Industry of the City of Gorontalo. The results of this test mean that the better the supervision and work discipline, the better the performance of employees at the Department of Trade and Industry of Gorontalo City. In addition, the results of testing the coefficient of determination is equal to 0.420 which means that as big as 42 percent the performance of employees at the Department of Trade and Industry of the City of Gorontalo is determined by supervision and work discipline.

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