

**PENGARUH PENGAWASAN DAN HUMAN RELATION TERHADAP KINERJA
PEGAWAI MELALUI MOTIVASI SEBAGAI VARIABEL INTERVENING PADA
DINAS LINGKUNGAN HIDUP KABUPATEN KARO**

ABSTRAK

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Penelitian ini bertujuan untuk menganalisis Pengaruh Pengawasan dan Human Relation Terhadap Kinerja Pegawai Melalui Motivasi Sebagai Variabel Intervening pada Dinas Lingkungan Hidup Kabupaten Karo dengan mempertimbangkan peran kinerja pegawai melalui motivasi pada variabel intervening. Metode penelitian yang digunakan adalah kuantitatif dengan desain kausal, melibatkan 38 responden yang dipilih melalui purposive sampling.

Hasil penelitian menunjukkan bahwa pengawasan dan human relation berpengaruh positif dan signifikan terhadap kinerja pegawai melalui motivasi. Kesejahteraan dan kinerja pegawai terbukti berperan sebagai mediator parsial dalam hubungan antara pengawasan dan human relation. Temuan ini menegaskan pentingnya hubungan antara pengawasan dan human relation terhadap kinerja pegawai melalui motivasi.

Penelitian ini memberikan implikasi praktis bagi pengembangan kebijakan pengawasan yang lebih humanis dan adaptif dalam organisasi publik yang bersifat hierarkis di Indonesia.

Kata Kunci: Pengawasan, Human Relation, Kinerja Pegawai, Dinas Lingkungan Hidup, Kabupaten Karo

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK-LIFE
BALANCE ON TEACHER PERFORMANCE THROUGH JOB SATISFACTION AS
AN INTERVENING VARIABLE AT SMKN 2 TANJUNG BALAI**

ABSTRACT

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This study aims to analyze the influence of supervision and human relations on employee performance through motivation as an intervening variable at the Environmental Agency (Dinas Lingkungan Hidup) of Karo Regency, by considering the role of motivation in mediating employee performance. The research method used is quantitative with a causal design, involving 38 respondents selected through purposive sampling.

The results show that supervision and human relations have a positive and significant influence on employee performance through motivation. Both well-being and employee performance are proven to serve as partial mediators in the relationship between supervision and human relations. These findings emphasize the importance of the relationship between supervision and human relations in improving employee performance through motivation.

This study provides practical implications for the development of more humanistic and adaptive supervision policies within hierarchical public organizations in Indonesia.

Keywords: Supervision, Human Relations, Employee Performance, Environmental Agency, Karo Regency