



Analysis of Work Ethic, Integrity, Supervision, and Communication on the Performance of Employees at the Dinas Perhubungan Province Jawa Timur

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ABSTRACT

In the era of globalization with the integration of economies, politics, and cultures between countries, Civil Servants (PNS) must adapt to an increasingly complex and dynamic work environment. One of the most noticeable impacts of globalization is the increasing demand for more efficient, responsive, and transparent public services. This study aims to determine the influence of Work Ethic, Integrity, Supervision, and Communication on the performance of employees at the Department of Transportation in East Java Province. This research employs a quantitative research type, with variable measurement using a Likert scale. The sample resulting in a sample of 83 employees. The data analysis technique used is the Partial Least Square (PLS) method. The results show that Work Ethic has a positive and significant effect on employee performance, Integrity has a positive and significant effect on performance, Supervision has a positive but not significant effect on performance, and Communication has a positive and significant effect on performance.

INTRODUCTION

The era of globalization is characterized by the integration of global trade across different geographical regions. This phenomenon has significantly influenced the roles and challenges encountered by Civil Servants (PNS) in many countries, especially in Indonesia. One of the most noticeable effects of globalization is the increased demand for more efficient, responsive, and transparent public services. Civil Servants must be able to compete at a global level and meet the rising expectations of the public regarding service quality. They are also expected to compete in the global job market and face pressure to improve bureaucratic efficiency. Additionally, the responsibility to enhance the bureaucratic system and increase transparency and accountability in the management of public resources also applies to contract workers such as Non-Permanent Employees (PTT).

Employees working at the East Java Provincial Transportation Department are also expected to play a proactive role in responding to the challenges of globalization in terms of transportation. All tasks and functions are listed in the East Java Governor Regulation No. 97 of 2021 Chapter III Article 4 paragraphs (1) and (2). Employees must be able to cooperate with the private sector, international institutions, and foreign governments to develop strategies and policies that support cross-border cooperation and global transportation integration. Therefore, employees need to focus on maintaining the quality of human resources by emphasizing work ethic, integrity, supervision, communication, and performance.

According to Busro (2018) in (Rosida & Swasti, 2022), employee performance is the result of their individual and collective efforts in achieving the organization's vision, mission, and goals. These efforts are carried out in accordance with legal provisions, uphold moral and ethical standards, and are completed within the stipulated timeframe. According to Veithzal (2005) in (Zebua et al., 2023), employee performance (work performance) is the overall result of an individual during a certain period in carrying out tasks, such as work result standards, targets or goals that have been predetermined and mutually agreed upon.

Another factor that influences employee performance is work ethic. According to Sinamo (2011) in (Maro & Hermayanti, 2022), work ethic is a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, accompanied by total commitment to an integral work paradigm. Based on existing data, it is known that some employees are still late within a year. This can be an indication for the company that the work ethic is still not optimal. Another factor driving employee performance is integrity. According to Yuni (2019), integrity is a quality that forms the basis of public trust and serves as a standard for institutions or organizations in evaluating all their decisions. There are employees who delegate their tasks to others. Hence, the integrity of employees is still reflected poorly.

Additionally, another factor in declining performance is supervision. Employee supervision should not consider differences in social or political status when imposing sanctions, maintaining balance and fairness in carrying

out their duties. By enforcing supervision, employees contribute to the image of a trustworthy institution and become the forefront in creating a safe and orderly transportation environment.

According to Ruslan (2008: 83), communication is an important tool in public relations functions, encompassing and valuing good performance in effective communication activities and simultaneously good performance. One factor that often becomes an obstacle is the lack of effective communication and misunderstandings when receiving information, leading to slow and inefficient work processes.

THEORETICAL REVIEW

Work ethic

The work ethic, according to (Sinamo, 2011) in Darmawan (2020), is the dedication of an employee in demonstrating themselves by pushing to take action and achieve the best work results. Employees' behavior while working reflects their work ethic, as it is a representation of their self-concept. The work ethic of employees is based on their willingness and determination to work diligently with full responsibility, without fatigue and without concern for personal loss (Jansen, 2018). Work ethic encompasses the attitudes, speech, and individual characteristics of employees within a company. This indicates that work ethic involves all aspects of the organization, including patterns, behaviors, and actions that influence the company's work culture.

H1: The work ethic has a positive and significant influence on employees performance.

Integrity

According to Putra (2021), integrity is the fundamental characteristic that underpins professional recognition. Integrity demands honesty and steadfastness from an individual. This aligns with the study by Faizin and Ahmad (2021) titled "The Influence of Integrity on Employee Performance Through the Variable of Loyalty at Pondok Pesantren Manbaul Ulum Gresik Cooperative." The study's findings indicate that integrity directly affects employee performance, particularly among those who exhibit integrity..

H2: Integrity has a positive and significant influence on employee performance.

Supervision

General supervision is an effort to ensure that all operational activities run according to previously prepared plans (Siagian, 2018). Supervision aims to ensure that all activities and tasks performed by individuals or teams are on track and in accordance with established standards. There are objectives according to (Dewi, 2019) is Monitoring the smooth progress of work, Identifying and correcting mistakes made by employees and preventing the recurrence of similar errors or the emergence of new errors, Ensuring the use of the budget according to the targets set in the planning and in accordance with the established provisions, Assessing whether expenditures have complied with

the programs established in the planning or not, Evaluating the results of work by comparing them with the standards set in the plan, Ensuring that the implementation of work conforms to established procedures or policies. This research is supported by (Harianto & Saputra, 2020), stating that job supervision significantly influences the performance of PT. Centric Powerindo employees in Batam City.

H3: Supervision has a positive and significant influence on employee performance.

Communication

According to (Usman, 2013:2) cited in (Nafi'a & Abdul Muhid, 2022), interpersonal cooperation within organizations heavily relies on communication, which significantly impacts the achievement of organizational goals. Suparna (2019) organizational communication can be categorized into four distinct types: downward communication, upward communication, horizontal communication, and cross-channel communication This is supported by research from (Mirnasari & Sari, 2020) titled "The Influence of Communication on Employee Performance in the Public Relations and Protocol Section of the Lampung Provincial DPRD Secretariat," which states that the variable Communication has a positive influence on the variable Employee Performance.

H4: Communication has a positive and significant influence on employee performance.

Performance

These efforts are carried out in accordance with applicable laws, while respecting moral and ethical standards, and are completed within the specified time frame. According to Edison et al. (2016), performance has several dominant indicators, including: Focus on targets, Quality according to standards, Timely completion of tasks, performing tasks correctly.

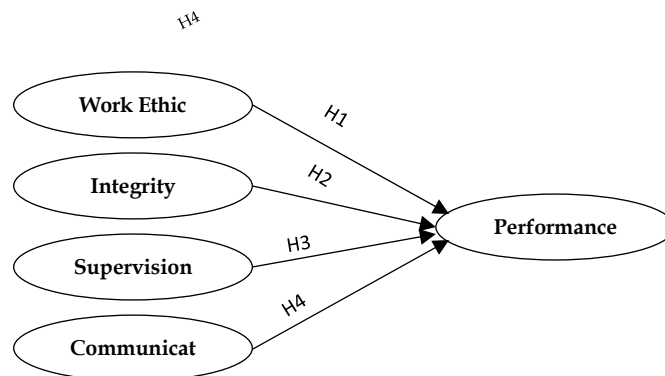


Figure 1. Conceptual Framework

METHODOLOGY

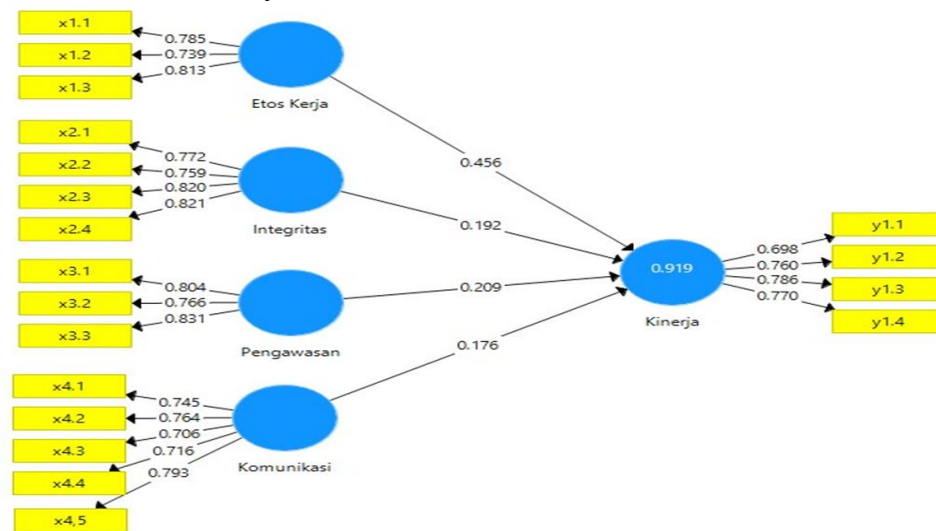
This research employs quantitative research methods with data collection through online questionnaire distribution using Google Forms. The study

population consists of 83 employees. The sampling method used was saturated sampling, determining a sample size of 83, with 65 completed questionnaire responses collected from employees of the East Java Provincial Transportation Office. Variable measurement was conducted using a Likert scale with answer choices ranging from 1 to 5. The analytical technique employed was Partial Least Square (PLS).

RESULTS

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The validity of indicators is measured by looking at the factor loading values from variables to their indicators; it is considered valid if the factor loading is greater than 0.5 and/or the T-Statistic value is greater than 1.96. Factor loading represents the correlation between the indicator and the variable; if it exceeds 0.5, its validity is considered to be fulfilled.



Figur 2. Outer Model with Factor Loading, Path Coefficient, and R-Square

Based on the outer model diagram, it is known that all indicators in the variables Work Ethic (X1), Integrity (X2), Supervision (X3), Communication (X4), and Performance (Y) have factor loadings above 0.50. Therefore, the indicators are considered to have good validity.

Table 1. Average Variance Extracted (AVE)

	AVE
ETOS KERJA	0,608
INTEGRITAS	0,630
KOMUNIKASI	0,555
PENGAWASAN	0,641
KINERJA	0,589

According to table 1, the test results show that the AVE for the Work Ethic variable is 0.608, Integrity variable is 0.608, Integrity variable is 0.630, Supervision variable is 0.641, Communication variable is 0.555, and Performance variable is 0.569. All of these values are more than 0.5, indicating that the variables in this study are generally valid.

Table 2. *Reliability*

	Composite Reliability
ETOS KERJA	0,823
INTEGRITAS	0,872
PENGAWASAN	0,843
KOMUNIKASI	0,862
KINERJA	0,840

Composite reliability is an indicator that measures the trustworthiness of a measurement tool. A construct is deemed reliable if its composite reliability value exceeds 0.70, demonstrating consistency in assessing its latent variables. The results presented in Table 2 reveal that the Work Ethic variable has a reliability score of 0.823, and the Integrity variable has a score of 0.872, Supervision variable 0.843, Communication variable 0.862, and Performance variable 0.840. All these variables exhibit composite reliability values above 0.70, thus confirming their reliability in this study.

Tabel 3. *R-Square*

	R Square	R Square Adjusted
KINERJA	0,919	0,914

The R2 value explains how much of the variation in the dependent variable (endogenous) can be explained by the independent (exogenous) variables in the model. Based on the results in Table 4, R2 = 0.919. This can be interpreted as the model's ability to explain 91.9% of the phenomenon of Employee Performance (Y), influenced by independent variables such as Work Ethic (X1), Integrity (X2), Supervision (X3), and Communication (X4). The remaining 8.1% is accounted for by other variables not included in this study.

Table 4. *Path Coefficients (Mean, STDEV, T-Values)*

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Etos Kerja -> Kinerja	0,456	0,440	0,185	2,459	0,007
Integritas -> Kinerja	0,192	0,197	0,074	2,575	0,005
Pengawasan -> Kinerja	0,209	0,216	0,130	1,606	0,054
Komunikasi -> Kinerja	0,176	0,180	0,088	2,052	0,020

Work Ethic has a positive influence on Employee Performance, as evidenced by path coefficients of 0.456 and T Statistics value of 2.459, which is greater than the $Z \alpha = 0.05$ (5%) value of 1.96, thus it is Significant (positive). This study aligns with research conducted by Hidayatullah et al. (2023), Suparman Hi Lawu et al. (2019), and Tirtana & Wijayanti (2023) showing that work ethic significantly and positively affects employee performance. Within work ethic, employees demonstrate initiative to learn new skills or seek additional knowledge to enhance their performance. This positive behavior is driven by individual self-awareness and the willingness to act independently.

Integrity has a positive influence on Employee Performance, with path coefficients of 0.192 and T Statistics value of 2.575, which is greater than the $Z \alpha = 0.05$ (5%) value of 1.96, thus it is Significant (positive). This research is consistent with Simatupang et al. (2023) and Syahrudin & Thoharudin (2020), indicating a positive and significant impact of integrity on employee performance. Integrity becomes a core value in many organizations as it can influence corporate culture and reputation, although its impact on individual performance may not always be immediately apparent. Therefore, in human resource management, integrity remains a critical factor that must be considered in managing employee performance.

Supervision has a positive influence on Employee Performance was rejected, with path coefficients of 0.209 and T Statistics value of 1.606, which is smaller than the $Z \alpha = 0.05$ (5%) value of 1.96, thus Not Significant (Positive). This study is consistent with Suhariyanto et al. (2018) and (Doni Fajriansyah Rusmana & Eki Dudi Darmawan, 2023), stating that supervision does not have a significant influence on employee performance. Supervision without concrete follow-up tends to be ineffective and lacks adequate resources. Hence, supervisors who do not regularly monitor and evaluate employee performance are likely unaware of emerging issues or shortcomings.

Communication has a positive influence on Employee Performance, with path coefficients of 0.176 and T Statistics value of 2.052, which is greater than the $Z \alpha = 0.05$ (5%) value of 1.96, thus it is Significant (Positive). The findings of this research are consistent with Fahraini & Syarif (2022) and Edbertgho & Sulaiman (2021), Astami & Mei Retno Adiwati (2022) demonstrating a positive

and significant influence of communication on employee performance. Effective communication within a company leads to good or sufficient employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Work Ethic can contribute to improving employee performance. Integrity can enhance employee performance. Supervision has not been able to significantly contribute to employee performance. Communication can contribute to improving performance.

FUTURE STUDY

Combine quantitative research methods with qualitative methods, such as interviews or focus group discussions, to gain a deeper understanding of respondents' perceptions and experiences. Conduct in-depth case studies on some respondents or specific groups to dig deeper into the factors that influence the research results.

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