

Pengaruh Pembagian Kerja, Etos Kerja Dan Pengawasan Terhadap Kinerja Pegawai Pada Rumah Sakit Umum Daerah Anutapura Palu

The Influence of Job Division, Work Ethic and Supervision on Employee Performance at the Anutapura Regional General Hospital Palu

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Abstrak

Penelitian ini bertujuan, untuk mengetahui dan menganalisis pembagian kerja, etos kerja dan pengawasan secara simultan dan parsial berpengaruh signifikan terhadap kinerja pegawai pada RSUD Anutapura Palu. Adapun hasil penelitian, pembagian kerja memiliki koefisien regresi sebesar 0,546 dengan nilai signifikansi 0,002, yang menunjukkan bahwa pembagian kerja yang efektif dapat meningkatkan kinerja pegawai di RSUD Anutapura Palu. Etos kerja juga terbukti berpengaruh positif terhadap kinerja pegawai, dengan koefisien regresi sebesar 0,460 dan nilai signifikansi 0,049. Pengawasan yang efektif juga memiliki pengaruh yang signifikan terhadap kinerja pegawai, dengan koefisien regresi sebesar 0,394 dan nilai signifikansi 0,003. Nilai R-Square sebesar 0,877 menunjukkan bahwa 87,7% variasi dalam kinerja pegawai dapat dijelaskan oleh variabel pembagian kerja, etos kerja, dan pengawasan. Dengan demikian, variabel-variabel tersebut memiliki kontribusi yang besar dalam menentukan kinerja pegawai di RSUD Anutapura Palu.

Kata Kunci: Pembagian Kerja, Etos Kerja, Pengawasan, Kinerja Pegawai

Abstract

This research aims to find out and analyze division of labor, work ethic and supervision simultaneously and partially has a significant effect on Performance employees at Anutapura Palu Hospital. As for the results of the research, the division of labor has a regression coefficient of 0.546 with a significance value of 0.002, which shows that effective division of labor can improve employee performance at Anutapura Palu Hospital. Work ethic was also proven to have a positive effect on employee performance, with a regression coefficient of 0.460 and a significance value of 0.049. Effective supervision also has a significant influence on employee performance, with a regression coefficient of 0.394 and a significance value of 0.003. The R-Square value of 0.877 indicates that 87.7% of the variation in employee performance can be explained by the variables of division of labor, work ethic, and supervision. Thus, these variables have a great contribution in determining the performance of employees at Anutapura Palu Hospital.

Keywords: division of labor, work ethic, supervision, employee performance

INTRODUCTION

Employee performance is one of the main determinants of the hospital's success in providing quality, safe, and sustainable health services. In the context of health service

organizations, the success of hospitals is not only determined by the sophistication of facilities and technology, but also by the ability of employees to carry out their duties effectively according to the set service

standards. This is becoming increasingly important in the midst of increasing demands for the health sector, both in terms of service quality, patient safety, and community satisfaction. Therefore, research on factors that affect employee performance needs to be carried out so that hospitals can formulate more appropriate managerial policies in improving service quality.

This research was conducted at Anutapura Palu Hospital because this hospital is one of the main referral centers in Central Sulawesi which has a strategic role in serving people from various regions. The high workload, complexity of medical cases, and the demands to achieve service indicators such as Bed Occupancy Rate, patient satisfaction, and Minimum Service Standards make employee performance a very important issue to be studied. In these conditions, any weakness in human resource management can have a direct impact on the quality of hospital services. On that basis, this study is intended to understand the performance conditions of employees at Anutapura Palu Hospital and identify organizational factors that contribute to the improvement or decrease in performance.

This research focuses on three main factors, namely division of labor, work ethic, and supervision. A clear division of labor according to competencies is needed so that tasks can be carried out efficiently and proportionately. Work ethic is important because it reflects the attitude, responsibility, and commitment of employees in carrying out their jobs, especially in a stressful hospital environment. Meanwhile, supervision is needed to ensure that all work activities take place in accordance with applicable procedures, targets, and quality standards. The three factors were chosen because they are theoretically and empirically closely related to employee performance, but studies that place them together in the context of regional hospitals are still relatively limited.

Based on this background, the purpose of this study is to analyze the influence of division of labor, work ethic, and supervision on employee performance at Anutapura Palu Hospital. This study uses a quantitative

approach to systematically test the relationship between variables so that it can provide an empirical picture of the factors that play the most role in improving employee performance. The research findings are expected to make an academic contribution to the development of human resource management studies in the health sector, as well as provide practical benefits for the management of Anutapura Palu Hospital in designing strategies to improve employee performance and the quality of hospital services in a sustainable manner.

METHODS

This study uses a quantitative approach with descriptive and causal designs. The descriptive approach is used to describe the conditions of research variables systematically, while the causal approach is used to analyze the relationship and influence between independent variables and dependent variables. The hospital was chosen as the research location because it is one of the main health service centers in Central Sulawesi with high organizational complexity.

The research population is all civil servants (PNS) who work at the Anutapura Palu Hospital with a total of 46 people. The analysis unit of this study is administrative employees involved in the activities of hospital organizations. Because the population is relatively small, this study uses a saturated sample approach, which involves taking almost all members of the population as study respondents. Thus, the number of final samples used in this study is 46 administrative employees who have the status of state civil servants. The respondents represent employees who are directly involved in the hospital's operational and administrative activities.

This study uses primary data and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires containing statements regarding the variables of division of labor, work ethic, supervision, and employee performance. In addition, the researcher also conducted direct observations to obtain an overview of employee work activities and organizational conditions at

Anutapura Palu Hospital. Secondary data is obtained through organizational documentation, such as hospital profiles, organizational structures, performance reports, data on the number of employees, work procedure guidelines, and administrative archives related to human resource management. The use of several data collection techniques aims to improve the completeness of information and ensure that the data obtained can support comprehensive research analysis.

The research instrument used a five-point Likert scale to measure respondents' level of approval of each statement submitted in the questionnaire. The rating scale consists of strongly disagree (1), disagree (2), hesitate (3), agree (4), and strongly agree (5). The Likert scale is used because it is able to measure respondents' perceptions and attitudes towards research variables systematically. Before the main analysis is carried out, the research instrument is tested through validity tests and reliability tests. Validity tests are conducted to ensure that each question item is able to accurately measure research variables, while reliability tests are used to ensure the consistency of research instruments. Data that have met the criteria of validity and reliability are then analyzed using multiple linear regression analysis to test the influence of division of labor, work ethic, and supervision on employee performance. Before hypothesis testing is carried out, the data is first tested using classical assumption tests which include normality, multicollinearity, heteroscedasticity, and autocorrelation tests to ensure that the regression model meets statistical requirements. Furthermore, hypothesis testing was carried out using the t-test to see the partial influence of each independent variable on the dependent variable, the F-test to see the simultaneous influence of all independent variables, and the determination coefficient (Adjusted R^2) to measure the model's ability to explain the variation in employee performance.

RESULTS

The results of the data normality test can be seen at the data

distribution point produced in this study so that it can be concluded that the data in this study is normal data, as shown in the following figure.

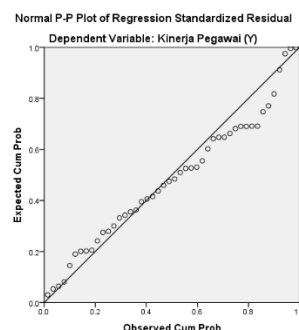


Figure 1 Normality Test

Based on figure 1. Normal P-P Plot of Regression Standardized Residual for the dependent variable Performance (Y), it can be concluded that the residual data from the regression model meet the assumption of normality. This is indicated by a pattern of dots that spread close together and follow a diagonal line from the bottom left to the top right. The diagonal lines represent the theoretical normal distribution, while the dots represent the observed residual cumulative distribution. When the points in the P-P plot are around a diagonal line without major deviations, this indicates that the residual is spread normally, which is one of the basic assumptions in linear regression analysis. Thus, the regression model used in this study is statistically feasible because the residual normality assumption has been met.

Assumption test results *heterokedasticity* From the regression model that is presented in the following figure:

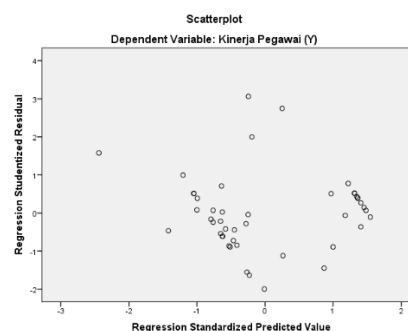


Figure : 2. Standardized Prected Value Regression

Based on Figure 2. The scatterplot above shows the relationship between the predicted value of the regression standard and the residual standard regression in the dependent variable of Employee Performance (Y). This graph is used to test the assumption of homoscedasticity, which is a condition in which residual variance is constant at all predicted values. From the scatterplot, it can be seen that the data points are randomly scattered around the horizontal axis (residual value = 0) and do not form a specific pattern such as curved or spreading narrow/widening, both upwards and downwards. This random spread indicates that there are no symptoms of heteroscedasticity in the regression model, so the homoscedasticity assumption is met. Thus, the regression model used in this study is worthy of further analysis because it meets one of the important requirements in multiple linear regression analysis. This shows that the prediction error is evenly distributed and independent of the prediction value, which reinforces the validity of the regression results.

The autocorrelation test aims to test in a linear regression model whether or not there is a correlation between the disruptive error in the t-period and the disruptive error in the t-1 period or the previous period. The autocorrelation test in this study uses the Durbin Watson test.

Table 1
Model Summary^b

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.937 ^a	.877	.869	3.277	2.194

a. Predictors: (Constant), Supervision (X₃), Division of Work (X₁), Work Ethic (X₂)

b. Dependent Variable: Employee Performance (Y)

Based on the results of the autocorrelation test shown at the Durbin-Watson value of 2.194, it can be concluded

that the regression model used in this study does not experience autocorrelation problems. Theoretically, the Durbin-Watson test is used to detect the presence or absence of a correlation between residuals over successive observation periods, particularly in linear regression models. A Durbin-Watson value that is around 2 indicates that the residuals are independent and uncorrelated, while values close to 0 or 4 indicate a positive or negative autocorrelation. Thus, a value of 2.194 in the acceptance range shows that the classical assumption related to error independence has been met, so that the regression model is suitable for testing the influence of division of labor (X₁), work ethic (X₂), and supervision (X₃) on employee performance (Y). The fulfillment of this assumption strengthens the validity of the results of the regression coefficient estimation and supports the reliability of the conclusions resulting from the research model.

Multiple Linear Regression is one of the Parametric statistical tools with the function of analyzing and explaining the relationship between two or more research factors with different names, through observation on several observation results in various fields of activity. In connection with this study, the Multiple Linear Regression Parametric Statistics analysis tool was used to determine the influence of independent variables (X₁, X₂ and X₃) against the dependent variable (Y). In the context of this study, Multiple Linear Regression was used to measure the effect of division of labor (X₁), work ethic (X₂) and supervision (X₃), on the performance of employees (Y) in Anutapura District General Hospital Palu.

According to the results of the Multiple Linear Regression analysis using the help of the SPSS For Windows Release 23.0 computer, research results from 46 respondents were obtained with the suspected influence of the three independent variables of the division of labor (X₁), work ethic (X₂) and supervision (X₃) against the performance of employees (Y) in Anutapura District General Hospital Palu. The results of the calculation can be known as follows:

Table 2

Multiple Regression Calculation Results

Dependent Variable Y = Employee Performance				
Variable	Coefficients Regression	Standard Error	t	Sig
C = Constant	0,976	6,023	0,162	0,872
X1 = Division of labor	0,546	0,168	3,256	0,002
X2 = Work ethic	0,460	0,226	2,031	0,049
X3 = Supervision	0,394	0,125	3,144	0,003
R = 0.937				
R-Square = 0.877 F-Stats = 100.172				
Adjusted R-Square = 0.869 Sig. F = 0.000				

Source: Regression Results

Based on Table 2, the results of multiple regression calculations show that the independent variables of Job Sharing (X1), Work Ethic (X2), and Supervision (X3) simultaneously or partially have a significant effect on the dependent variable, namely Employee Performance (Y).

The regression model obtained from the table above is:

$$Y = 0.976 + 0.546X_1 + 0.460X_2 + 0.394X_3$$

1. The constant (C) of 0.976 indicates that if all independent variables are considered zero, then the basic value of employee performance is at that number, even though the significance value (Sig =

0.872) > 0.05, indicates that this constant is not statistically significant.

2. The Labor Distribution variable (X1) has a regression coefficient of 0.546 and a significance value of 0.002 (< 0.05), which means that this variable has a positive and significant effect on employee performance. This means that the higher the division of labor for employees, the better their performance.
3. The Work Ethic variable (X2) also had a significant positive effect on employee performance with a regression coefficient of 0.460, a significance of 0.049 (< 0.05). This shows that a high work ethic also improves employee performance.
4. The Supervision Variable (X3) also had a significant positive effect on employee performance with a regression coefficient of 0.394, and a significance of 0.003 (< 0.05). This indicates that the supervision variable has the greatest contribution in improving employee performance.

Based on the results of regression analysis, the variable division of labor (X1) was proven to have a positive and significant influence on employee performance. The regression coefficient of 0.546 shows that every one unit increase in the division of labor of employees will increase their performance by 0.546. This finding is strengthened by a t-value of 3.256 which far exceeds the critical t-value at a significance level of 5%. In addition, the significance value of p of 0.002, which is much smaller than the threshold of 0.05, indicates that the effect of division of labor on employee performance is statistically significant at a confidence level of 95%. Thus, it can be concluded that the division of labor is an important factor in improving the quality of employee performance.

For the work ethic variable (X2), the results of the regression calculation show that work ethic has a positive and significant influence on employee performance. The regression coefficient of 0.460 indicates that every one unit increase in work ethic will have an impact on improving employee performance by 0.460. A t-value of 2.031 with a significance level of p of 0.049 indicates that the influence is statistically significant, because the p-value is less than 0.05 at the

95% confidence level. This means that work ethic is one of the factors that contribute to improving employee performance.

For the supervision variable (X_3), the results of regression calculations show that supervision has a positive and significant influence on employee performance. The regression coefficient of 0.394 shows that supervision has a strong and positive influence on employee performance. This means that every increase in one unit in supervision will increase employee performance by 0.394 units, which reflects a significant contribution from the supervision aspect to employee performance. A t-value of 3.144, accompanied by a significance level of p of 0.003, indicates that the effect is statistically significant. Since the p-value is much smaller than 0.05 at the 95% confidence level, it can be concluded that supervision encourages employee performance improvement.

Simultaneous test is a test to find out whether the independent variable (X) that is being studied has an influence on the dependent variable (Y) means that all the independent variables, namely the division of labor (X_1), work ethic (X_2) and supervision (X_3), with the variable of the employee's non-free performance (Y) in Anutapura District General Hospital Palu namely:

The value of the Adjusted R-Square determination coefficient of 0.869 shows that 86.9% of the variation in employee performance can be explained by three independent variables, while the remaining 13.1% is influenced by other variables outside the model, namely organizational culture, leadership, and work environment. The Adjusted R-Square value of 0.869 reinforces the precision of this model. The results of the F test were also significant ($F = 100.172$ Sig = 0.000), so that this regression model was simultaneously significant in explaining employee performance.

DISCUSSION

The results of the hypothesis testing that have been carried out, then a discussion will be carried out on the results of the analysis on the influence of division of labor, work ethic and supervision on employee performance on Anutapura District General Hospital Palu.

A. The Effect of Labor Division on the Performance of Employees of the Anutapura Regional General Hospital Palu

Job division has an important role in improving employee performance at the Anutapura Palu Regional General Hospital. A clear and structured division of tasks helps employees understand their responsibilities so that work can be carried out in a more targeted manner. Task placement that is in accordance with the employee's competencies also allows each individual to work optimally according to their field of expertise. This condition encourages an improvement in the quality and quantity of work results because employees can focus on the tasks for which they are responsible. The findings of Nidyawati et al.'s (2024) research show that a structured division of work is able to increase the effectiveness of employee work in the organization.

Proper division of labor is also closely related to the efficiency of human resource management and working time in hospitals. When tasks are assigned based on skills, employees can complete work faster and more accurately. Medical personnel such as doctors and nurses will work more effectively if their responsibilities are in accordance with their professional abilities. This condition not only increases employee productivity, but also improves the quality of health services to patients. In addition, a clear division of labor is able to improve coordination between employees so that

the service process in the hospital can run more systematically and organized. On the other hand, improper division of labor can reduce employee performance. Assigning tasks that are not in accordance with competencies can lead to inefficiency, increased workload, and decreased work motivation. Glaser (2006) explained that an unbalanced division of labor in health organizations can reduce the quality of services provided. Therefore, a fair and competency-based division of labor is an important factor in creating a productive work environment. With a good division of labor system, employees at Anutapura Palu Hospital can work more effectively, have high work motivation, and are able to provide more optimal health services to the community.

B. The Influence of Work Ethic on the Performance of Employees of the Anutapura Palu Regional General Hospital

Work ethic is an important factor that affects the performance of employees at the Anutapura Palu Regional General Hospital. Work ethic reflects the professional attitude, responsibility, and commitment of employees in carrying out health service duties. Employees who have a high work ethic tend to show strong dedication in carrying out their work so that they are able to provide optimal service to patients. This is in line with research by Tarim et al. (2015) which showed that good work ethics in health organizations are positively related to improving hospital performance. With a good work ethic, employees not only work to complete tasks, but also strive to maintain the quality of services provided to the community.

Work ethic is also closely related to work discipline, integrity, and employee responsibility in carrying out their duties. Employees who have a high work ethic will work regularly, comply with work rules, and try to complete work with maximum results. Pangestika research (2018) explains that a good work ethic can improve employee performance through leadership support and a positive organizational environment. At Anutapura Palu Hospital, a strong work ethic can increase employee productivity and strengthen cooperation between medical and non-medical personnel. This condition supports the creation of better work coordination in providing health services to patients. On the other hand, low work ethic can reduce employee performance and have an impact on the quality of hospital services. Employees who lack commitment to their work tend to show low productivity levels and lack responsibility for the tasks assigned. This can cause various problems in health services, such as service delays and increased work errors. Research by Sabry Elliethey et al. (2024) shows that a good work ethic can reduce unproductive work behavior as well as create a more conducive work environment. Therefore, strengthening work ethic through coaching, training, and management support is an important step to improve employee performance at Anutapura Palu Hospital.

C. The Effect of Supervision on the Performance of Employees of the Anutapura Palu Regional General Hospital

Supervision is an important factor that affects the performance of employees at the Anutapura Palu Regional General Hospital. Effective supervision helps

ensure that each employee performs their duties in accordance with the established work standards. Through supervision, management can monitor the implementation of work, maintain discipline, and ensure that operational procedures are carried out properly. Arsania et al. (2023) explained that direct supervision in hospitals has a positive impact on the performance of health workers because it is able to increase compliance with work procedures and improve the quality of service to patients.

Structured supervision also plays a role in increasing the discipline and responsibility of employees in carrying out their duties. In a hospital organization, supervision carried out by direct supervisors helps ensure that work targets can be achieved optimally. Widyastutie et al. (2025) stated that good supervision can improve employee work discipline so that it has an impact on improving performance. At Anutapura Palu Hospital, organized supervision can encourage employees to work more focused, minimize work errors, and strengthen coordination between employees in providing quality health services. In addition to functioning as a control tool, supervision is also a means to provide direction and feedback to employees. Through a supervision process accompanied by good communication, employees can find out their strengths and weaknesses in carrying out their duties. Rowe et al. (2022) explain that supervision involving two-way communication can increase the effectiveness of employees' work in healthcare organizations. With supervision carried out proportionately and constructively, employees at Anutapura Palu Hospital can increase

work motivation, improve performance, and provide more optimal health services to the community.

D. The Influence of Job Division, Work Ethic and Supervision on the Performance of Employees of the Anutapura Palu Regional General Hospital

The performance of employees at the Anutapura Palu Regional General Hospital is influenced by several interrelated managerial factors, namely division of labor, work ethic, and supervision. These three factors play a role in creating a directed and productive work system in hospital organizations. A clear division of labor provides certainty about the duties and responsibilities of each employee, work ethic encourages commitment and responsibility in carrying out work, while supervision ensures that all work activities run in accordance with the standards that have been set. Nidyawati et al. (2024) explained that the division of labor and supervision has a positive influence on the effectiveness of employee work in the organization because it is able to increase order and discipline in the implementation of tasks.

The proper division of labor allows employees to carry out tasks according to their competencies and areas of expertise. This condition helps to improve work efficiency and reduce errors in the implementation of health service tasks. Markus (2020) stated that a structured division of work can increase the effectiveness of employee work in public organizations. On the other hand, a high work ethic is also an important factor in improving the quality of employee performance. Employees who have a disciplined attitude, responsibility, and a strong commitment to their work will be better able to complete tasks well and maintain the quality of service to patients. Tarim et al. (2014) explained that a good

work ethic has a positive relationship with improved performance in healthcare organizations. In addition to the division of work and work ethic, supervision also has an important role in maintaining the consistency of employee performance. Supervision that is carried out in a structured manner helps to ensure that each employee carries out tasks in accordance with the procedures and work targets that have been set. Wulandari and Sukarno (2024) explained that effective supervision can improve employee performance through work monitoring and providing constructive feedback. At Anutapura Palu Hospital, the synergy between a clear division of labor, a high work ethic, and effective supervision is able to create a productive work environment. The combination of these three factors encourages employees to work optimally so that they can improve the quality of health services provided to the community.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the division of work, work ethic, and supervision has a significant effect on the performance of employees at the Anutapura Palu Regional General Hospital (RSUD). The results of multiple regression calculations show that these three variables have a significant positive influence on employee performance.

1. The division of labor has a regression coefficient of 0.546 with a significance value of 0.002, which shows that effective division of labor can improve employee performance at Anutapura Palu Hospital.
2. Work ethic was also proven to have a positive effect on employee performance, with a regression coefficient of 0.460 and a significance value of 0.049.
3. Effective supervision also has a significant influence on employee performance, with a regression

coefficient of 0.394 and a significance value of 0.003.

4. The R-Square value of 0.877 indicates that 87.7% of the variation in employee performance can be explained by the variables of division of labor, work ethic, and supervision. Thus, these variables have a great contribution in determining the performance of employees at Anutapura Palu Hospital.

RECOMMENDATIONS

Based on the findings of the study, some suggestions that can be recommended are:

1. Strengthening the division of labor system by focusing on improving the suitability between employee performance and the tasks given, especially in the aspect of work focus and the development of specific skills which still show relatively lower values than other indicators.
2. Strengthening employee work ethic by focusing on improving the consistency of the quality of work results, considering that these indicators show relatively lower values compared to other aspects of work ethic.
3. Strengthen the oversight aspect related to the objective analysis of performance irregularities without the tendency to blame individuals. A supervisory approach that is more oriented towards improving organizational systems and learning rather than just personal assessment.
4. The next research is suggested to develop the scope of the study by adding other relevant variables and expanding the research object, so that a deeper and more comprehensive understanding of the factors that affect employee performance is obtained.

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