



# Analysis of work ethics integrity and supervision on the performance of security units in outsourcing

Rafi Bajra Putra<sup>1</sup>, Gendut Sukarno<sup>2</sup>

<sup>12</sup>Management Study Program East Java Veteran National Development University, Indonesia

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## ABSTRACT

This research aims to analyze work ethic, and integrity and supervise the performance of the service unit on outsourcing. This is quantitative research with the population in this study consisting of the security officers (Security Unit/*Satpam*) at PT. Karunia Adi Sentosa located in East Java with 45 personnels. The sampling technique used the Slovin formula, which amounted to 45 respondents. The data collection technique was through distributing questionnaires (surveys) to the security personnel. The questionnaire has been tested for validity and reliability tests. Analysis techniques used Partial Least Square (PLS) techniques. The results of the study show that work ethic have a significant positive impact on performance, good integrity have a significant positive impact on performance and control within the organization have a significant positive impact on performance.

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### Corresponding Author:

Rafi Bajra Putra  
Department of Management,  
East Java "Veteran" National Development University.  
Email: [rafirajraputra@gmail.com](mailto:rafirajraputra@gmail.com)

## INTRODUCTION

Globalization is a social phenomenon that causes less significant geographical boundaries in social and cultural conditions and is embedded in the consciousness of each individual and transformative tools that strengthen the world, encompassing changes in concepts of space and time (Agusalim & Pohan, 2017; Faizah, 2019), It involves market interdependence and also economic production in different countries, increasing the intensity of cultural interaction, and the rise of common issues in various fields, such as economy, environment, and also general concerns (MHH Dewi, 2019; Hidayat & Dewi, 2021).

Economic globalization is a process of economic and trade activity in which countries around the world become an integrated market force without the barriers to national territorial boundaries (Lutfiana, 2016; Rajagukguk & Sihombing, 2012; Setyawan et al., 2021). Economic globalization also requires the elimination of all boundaries and barriers in the process of flows of capital, goods, and services. According to Tanri Abeng, the reality of economic globalization has various forms, including product, financial, workforce, information network, and trade. Thompson mentioned various advantages of economic globalization, such as increased global production, the market expansion for domestic products, the potential of capital and technological development in a country, and the availability of additional funds for the country's economic development process.

However, as Thompson pointed out, economic globalization can have a negative impact because it can cause an unstable economic sector, hinder the long-term prospects for sectoral economic growth, and also hinder the development of the country's industrial sector if it has not yet been implemented to face the challenges (Hamid, 2016; Ulhaq, 2019).

Globalization also provides an opportunity for Industry 4.0 to come to Indonesia. The existence of an Industry 4.0 provides a new perspective, where the size of a company is no longer a guarantee of success, but rather the ability of a company to adapt and keep speed in following changes to become the key to success in achieving goals and existing achievements (Vania et al., 2021; Witarti & Armandha, 2018). Through Industry 4.0, there is a growing demand for high-quality human resources, as the need to compete with advanced technologies, such as robots and AI (Artificial Intelligence). However, not all impacts of technological developments are entirely positive or negative (Blanton & Peksen, 2017; Nabiyeva, 2020). Human resources are also forced to develop as well in order to keep up with existing changes, which can lead to the emergence of new ideas and innovations (Suwardana, 2018; Sya'bani, 2021).

Indonesia is currently in a transitional period towards Industry 4.0 and is not yet fully prepared due to the not optimal quality of human resources. Therefore, in addressing the challenges of Industry 4.0, the government is also trying to carry out equal distribution in various aspects to better cope with the changes (Bhatti & Fazal, 2020; Liu et al., 2022). Therefore, globalization also needs to be accompanied by awareness of societal changes, both in terms of values and norms that apply in a certain place and time. It is advisable to implement these changes with positive societal values that can have more significant impact (Kang & Sakai, 2000; Wei & Liefner, 2012).

Globalization requires human resources to meet the standards set by companies' policy to maximize the effectiveness performance. This is where outsourcing comes into play, which involves carrying out certain company activities or tasks to third-party providers, known as Outside Provider. All transfers of duties, rights, and obligations of each party are usually regulated in a cooperation agreement or work contract work. Therefore, in this study, it cannot be denied that Outside Providers need to maintain the quality of their workers in terms of Performance, which can be influenced by several factors, namely the Work Ethics and Integrity. Besides, it also requires supervisory actions carried out by the provider, namely outside providers to ensure that the human resources are able to follow the existing operating standards as well as the vision and mission of the company, and to monitor the well-being of their employees (Blanton & Peksen, 2017).

Security Unit, or abbreviated as *Satpam*, is a unit or group of officers established by an institutions/companies entity to carry out security to maintain self-security measures in the work environment, in line with the Regulation of the Head of National Police of the Indonesian Republic Number 24 of 2007 Concerning Security Management Systems for Organizations, Companies and/or Government Agencies/Institutions, Chapter I, Article 1, Paragraph 6). Employees who have good Performance can be characterized by several factors, namely: the ability to complete tasks quickly and accurately, adherence to specified working hours, compliance with existing rules and regulations in the workplace, and the ability to collaborate with other employees in completing tasks (DK Dewi et al., 2022; Ramdhan & Fajrianti, 2021; Wahyuningtyas & Utami, 2018).

In order to support a good Work Ethics, Integrity is needed as a trustworthy reputation and the characteristic of honesty in carrying out assigned task (Oliveira & da Costa, 2019; Wang et al., 2022). Human resources play an important role in the smooth operational of a company. If a company has resources that do not meet operational standards or the required quantity, this can affect the company's Performance. Therefore, companies need human resource management that functions as regulators and administrators of employees, while providing compensation (rewards) to maintain the Work Ethics and motivation of every employee in the company. In addition, Performance also has crucial part and must be monitored by the entire organizational/management of the company (Oyebisi & Njenga, 2020; Qin et al., 2022).

The process of achieving good Performance requires motivation from the worker to support it. Motivation is a human behavior or habit that can stimulate someone to act (Ajabar, S.IP., 2020; Sedarmayanti, 2017). Motivation can be interpreted as a stimulus that influences individuals to be able and willing to work sincerely and not be burdened. Besides, motivation also has several indicators, such as responsibility, achievement, and recognition of Performance (Dibetso et al., 2018; Yap et al., 2013). With a good performance, the company will have more effective results. This requires compensation to maintain the stability of the existing Performance. The meaning of the compensation itself is the provision of fair and appropriate direct or indirect awards, both financial and non-financial to employees for their contribution in achieving organizational goals (Akbar, 2018; Hamali & SS, 2018) .

## RESEARCH METHOD

This is quantitative research with the population in this study consists of the security officers (Security Unit/*Satpam*) at PT. Karunia Adi Sentosa located in East Java. The sampling technique used Slovin formula, amounted to 45 respondents. The research was conducted from April to May 2023. The data collection technique was through distributing questionnaires (surveys) to the security personnel. The questionnaire has been tested for validity and reliability tests. Analysis techniques used PLS techniques with the SPSS assistance (Sugiyono, 2019) .

## RESULTS AND DISCUSSIONS

### Results

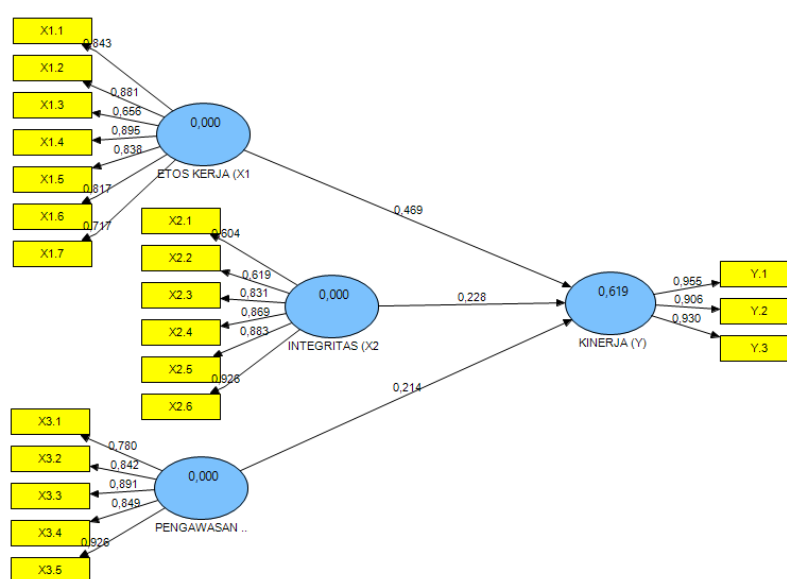
The measurement model in this study involve exogenous variables with reflective indicators, including the variables of Work Ethics (X1), Integrity (X2), and Supervision (X3). Meanwhile, the endogenous variables are Performance (Y). In order to measure the validity of one indicator is based on the output of the outer loading table, which examines the magnitude of the factor loading value. Since this modeling used reflective indicators for all variables, the table used is from the Outer Loading outputs.

**Table 1.** Outer loading outputs

	Factor Loading (O)	Sample Means (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
X1.1 <- WORK ETHICS (X1)	0,842616	0,840222	0,036577	0,036577	23,036841
X1.2 <- WORK ETHICS (X1)	0,881441	0,884250	0,009632	0,009632	91,509633
X1.3 <- WORK ETHICS (X1)	0,656173	0,653144	0,083835	0,083835	7,826941
X1.4 <- WORK ETHICS (X1)	0,894771	0,895543	0,018411	0,018411	48,601124
X1.5 <- WORK ETHICS (X1)	0,838451	0,835185	0,035265	0,035265	23,775631
X1.6 <- WORK ETHICS (X1)	0,816740	0,817516	0,024815	0,024815	32,913810
X1.7 <- WORK ETHICS (X1)	0,716615	0,715947	0,062285	0,062285	11,505502
X2.1 <- INTEGRITY (X2)	0,603939	0,606211	0,104629	0,104629	5,772214
X2.2 <- INTEGRITY (X2)	0,618811	0,620326	0,100609	0,100609	6,150631
X2.3 <- INTEGRITY (X2)	0,830944	0,830110	0,025331	0,025331	32,803624
X2.4 <- INTEGRITY (X2)	0,868774	0,863596	0,034207	0,034207	25,397910
X2.5 <- INTEGRITY (X2)	0,883402	0,880925	0,036873	0,036873	23,957677
X2.6 <- INTEGRITY (X2)	0,926450	0,923456	0,013972	0,013972	66,306889
X3.1 <- SUPERVISION (X3)	0,780390	0,784297	0,045226	0,045226	17,255516
X3.2 <- SUPERVISION (X3)	0,841720	0,842451	0,033741	0,033741	24,946693
X3.3 <- SUPERVISION (X3)	0,890863	0,890146	0,030666	0,030666	29,050740
X3.4 <- SUPERVISION (X3)	0,849388	0,850433	0,020460	0,020460	41,514132
X3.5 <- SUPERVISION (X3)	0,925745	0,923668	0,012007	0,012007	77,097834
Y.1 <- PERFORMANCE (Y)	0,955038	0,954771	0,007447	0,007447	128,239373
Y.2 <- PERFORMANCE (Y)	0,905726	0,905838	0,036394	0,036394	24,886374
Y.3 <- PERFORMANCE (Y)	0,930343	0,931348	0,015678	0,015678	59,339155

From the table above, the validity of the indicator is measured by examining the Factor Loading value of the variable to the indicator. It is stated that the validity is sufficient if it is greater than 0.5 and or the T-Statistic value is greater than 1,96 (Z value at  $\alpha = 0.05$ ). Factor Loading is the correlation between indicators and variables, if it is greater than 0,5, it is considered that the validity is fulfilled as well as if the T-Statistic value is greater than 1,96, then the significance is fulfilled.

Based on the outer loading table above, all reflective indicators on the variables of Work Ethic (X1), Integrity (X2), Supervision (X3), and Performance (Y) show factors loading (original sample) is greater than 0,50 and/or significant (T-Statistic value is more than Z value  $\alpha = 0,05$  (5%) = 1,96). Thus, the estimation results of all indicators have fulfilled Convergent validity or the validity is good, as presented in the Figure below:



Source: data processing, SmartPLS output

The PLS output figure above shows that the magnitude of the factor loading value for each indicator is located above the arrow between the variables and indicators. The readers can also see the magnitude of the path coefficients, which are above the arrow line between exogenous variables and endogenous variables. Besides, there is also the magnitude of the R-Square which is right inside the circle of endogenous variables (Performance variables).

The validity of the indicators can also be seen from the Cross Loading table. Suppose the loading factor value for each indicator in each variable is greater than 0,6 and the factor loading value is greater than the loading factor in each indicator on the other variables. In that case, the factor loading is stated to be valid, but otherwise, the factor loading is stated to be invalid.

**Table 2.** Cross loading table

INDICATOR	WORK ETHICS (X1)	INTEGRITY (X2)	PERFORMANCE (Y)	SUPERVISION (X3)
X1.1	0,842616	0,505558	0,560473	0,570116
X1.2	0,881441	0,574643	0,755386	0,514929
X1.3	0,656173	0,178646	0,154076	0,507247
X1.4	0,894771	0,564153	0,687822	0,439348
X1.5	0,838451	0,445281	0,534816	0,487211
X1.6	0,816740	0,445588	0,663777	0,630810
X1.7	0,716615	0,142419	0,426861	0,448543
X2.1	0,344345	0,603939	0,270298	0,667086
X2.2	0,277940	0,618811	0,280657	0,576622
X2.3	0,534673	0,830944	0,645018	0,408230

X2.4	0,448679	0,868774	0,477290	0,374793
X2.5	0,468717	0,883402	0,570579	0,469963
X2.6	0,479291	0,926450	0,531450	0,619059
X3.1	0,494835	0,776781	0,572532	0,780390
X3.2	0,509967	0,299273	0,395412	0,841720
X3.3	0,444338	0,384431	0,400749	0,890863
X3.4	0,639796	0,525390	0,687929	0,849388
X3.5	0,518748	0,494903	0,578121	0,925745
Y. 1	0,690730	0,614341	0,955038	0,663523
Y.2	0,644343	0,516126	0,905726	0,561820
Y.3	0,692914	0,580901	0,930343	0,567499

From the results of cross loading data processing above, it is obtained that all loading factor values (shaded) for each indicator are good for the variables of Work Ethics (X1), Integrity (X2), Supervision (X3), and Performance (Y), indicating a loading factor value above 0,6 and greater than the loading of indicator factors from other variables. Thus, it can be stated that all indicators in this study have fulfilled their validity or have good validity.

**Table 3.** Average variance extracted (AVE)

	AVE
WORK ETHICS (X1)	0,657388
INTEGRITY (X2)	0,638602
PERFORMANCE (Y)	0,865992
SUPERVISION (X3)	0,737920

The next measurement model is the Average Variance Extracted (AVE) value, which is the value indicating the magnitude of the indicator variance contained by the latent variable. The convergent AVE values greater than 0,5 indicate good adequacy of validity for latent variables. On the reflective indicator variables, these can be seen from the Average variance extracted (AVE) values for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5.

AVE test results show the values for Work Ethics variable (X1) of 0,657388, Integrity variable (X2) of 0,638602, Supervision variable (X3) of 0,737920, and Performance variable (Y) of 0,865992. The fourth the variable shows a value greater than 0.5, thus overall the variables in this study can be stated to have good validity.

**Table 6.** Composite reliability table

	Composite Reliability
WORK ETHICS (X1)	0,930048
INTEGRITY (X2)	0,911722
PERFORMANCE (Y)	0,950927
SUPERVISION (X3)	0,933476

The composite reliability value measures construct reliability, the construct is reliable if the composite reliability value is above 0,70, then the indicator is consistent in measuring its latent variables.

Composite Reliability test results show the values of Work Ethics variable (X1) of 0,930048, Integrity variable (X2) of 0,911722, Supervision variable (X3) of 0,933476, and Performance (Y) of 0,950927. These four variables show a Composite Reliability value above 0.70, thus it can be stated that all variables in this study are reliable.

**Table 7.** Latent variable correlations

	WORK ETHICS (X1)	INTEGRITY (X2)	PERFORMANCE (Y)	SUPERVISION (X3)
WORK ETHICS (X1)	1,000000			
INTEGRITY (X2)	0,548287	1,000000		
PERFORMANCE (Y)	0,726866	0,614584	1,000000	

SUPERVISION (X3)	0,621882	0,604868	0,643670	1,000000
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In PLS, the relationship variable or construct can be mutually correlated with each other, both exogenous and endogenous variables, or exogenous and exogenous variables, as shown in the Table 7 of latent variable correlations above. The relationship between one variable and another has a maximum correlation value of 1, the closer the value is to 1, which indicates the better correlation.

From the table of latent variable correlations above, the average correlation value between one variable and another shows a sufficient and varied correlation value. The highest correlation value is found between Work Ethics (X1) and Performance (Y) variables of 0,726866. It can also be stated that among the variables in the research model, the relationship between the Work Ethics variable (X1) and Performance (Y) shows a stronger relationship than the relationship between other variables. This can also be interpreted that the work ethics variable more influences high model and low Performance than other variables.

The structural model is tested by looking at the R-Square value, which is a goodness-fit model test. Inner model testing can be seen from the R-square value on the equation between latent variables. The R<sup>2</sup> value explains how much the exogenous (independent/independent) variables in the model are able to explain the endogenous (dependent/bound) variables of 0.

**Table 8.** R-square

	R Square
WORK ETHICS (X1)	
INTEGRITY (X2)	
PERFORMANCE (Y)	0,618685
SUPERVISION (X3)	

R<sup>2</sup> Value = 0,618685. It can be interpreted that the model is able to explain performance phenomena that are influenced by independent variables including Work Ethics, Integrity, and Supervision with a variance of 61,87%. While the remaining of 38,13% is explained by other variables outside of this study (besides Work Ethics, Integrity, and Supervision).

Besides the R<sup>2</sup> value, the Goodness of Fit of the research model can be known from the magnitude of Q<sup>2</sup> or Q-Square predictive relevance for structural models, which measures how well the observed values produced by the model and its parameter estimates. Q-square value > 0 indicates the model has predictive relevance; conversely, if the Q-Square value ≤ 0 indicates the model has less predictive relevance. Q-Square calculation is performed using the formula:

$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$  where R<sub>1</sub><sup>2</sup>, R<sub>2</sub><sup>2</sup> ... R<sub>p</sub><sup>2</sup> is the R-square of the endogenous variable in the equation model. Q<sup>2</sup> has a value with a range of 0 < Q<sup>2</sup> < 1, where the closer to 1 means the model is better. This Q<sup>2</sup> quantity is equivalent to the total determination coefficient in path analysis.

In this study, the magnitude of the value of Q<sup>2</sup>:

$$Q^2 = 1 - (1 - 0,618685) = 0,618685.$$

From the results of the Q<sup>2</sup> calculation with a result of 0,618685, it can be concluded that the research model can be stated to fulfill predictive relevance.

Furthermore, the results of the coefficients and T-statistic values of the inner model in the following table can be seen for testing the hypothesis.

**Table 9.** Path coefficients (Mean, STDEV, T-Values)

Path	Sample Coefficients (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P Values
WORK ETHICS (X1) -> PERFORMANCE (Y)	0,468525	0,466481	0,050700	9,241163	0.000
INTEGRITY (X2) -> PERFORMANCE (Y)	0,228029	0,220145	0,074929	3,043258	0.0 03

SUPERVISION (X3) -> PERFORMANCE (Y)	0,214375	0,227616	0,093105	2,302510	0.0 23
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From the table above, it can be concluded that the hypothesis states:

Work Ethics has a positive and significant effect on the Performance of the security unit with acceptable, with path coefficients of 0,468525, and a T-statistic value of 9,241163 > 1,96 (T-table value of  $Z\alpha = 0.05$ ), or a P-Value of 0,000 < 0,05, with significant results (positive). Integration has a positive and significant effect on the Performance of the security unit with acceptable, and path coefficients of 0,228029, as well as a T-statistic value of 3,043258 > 1,96 (T-table value of  $Z\alpha = 0.05$ ), or a P-Value of 0,003 < 0,05, with significant results (positive). Supervision variable has a positive and significant effects on the Performance of the security unit with acceptable, and a path coefficient of 0,214375, as well as a T-statistic value of 2,302510 > 1,96 (T-table value of  $Z\alpha = 0.05$ ) or a P-Value of 0,023 < 0,05, with a significant result (positive).

## Discussion

### Influence of Work Ethics on Performance

Based on the results of processed data in this research, the results of the Work Ethics variable influence significant positive influence to the Performance, which can be interpreted that Work Ethics behaviour influence the Performance level and can be accepted. Test results using the PLS indicate that with a path coefficient of 0,468525 and a T-statistic value of 9,241163 > 1,96 (T-table value of  $Z\alpha = 0,05$ ). It can be interpreted that Work Ethics give direction a positive relationship to Performance where only the will to complete the task well and the awareness to complete the task.

Positive Work Ethics behaviour is influenced by the awareness that individuals have to complete their tasks on time. This can be achieved because every few months, there is training conducted by PT. Karnia Adi Sentosa to improve the quality of its human resources to have a good Work Ethics in human resources. Finally, it gives the results, the overtime rate in the company is classified as in the low category and can be accepted by the company. This is in line with study by (Aski, 2020), entitled The Influence of Work Ethics and Integrity on the Performance of Civil Servants in the Environment (Regional Organization of the City of Padang).

### Influence of Integrity on Performance

Based on results research conducted, the results of the Integrity variable have a significant positive influence on Performance. PLS test results show that with a path coefficient of 0,228029, and a T-statistic value of 3,043258 > 1,96 (T-table value of  $Z\alpha = 0,05$ ). Thus, it can be interpreted that the Integrity variable has a significant positive influence on Performance.

According to Adrian Gostich and Dana Telford, Integrity is a very strong and inherent obedience behavior that is based on a pillar, which is closely related to a moral value or also a principle that they believe. In line with the indicators in PT. Karunia Adi Sentosa, the majority feel a sense of commitment to the organization and are willing and accept all risk and responsibility for all problems that exist in the line of work. These results are in line with the previous research by (Faizin, 2021) with title Influence of Integrity on Employee Performance through Loyalty Variables (Islamic Boarding School at Manbaul Ulum Gresik), which has the result that Integrity has a direct influence on Performance.

### Influence of Supervision on Performance

Based on the results of the research conducted, it was found that the results of the Supervision variable had a significant positive effect on Performance. PLS test results show that a path coefficient of 0,214375, and a T-statistic value of 2,302510 > 1,96 (T-table value of  $Z\alpha = 0,05$ ). Thus, it can be interpreted that the monitoring variable has a significant positive influence on Performance.

The influence of positive Supervision is influenced by the Supervision that is able to control behavior so that it does not happen many violations. Meanwhile, it also needs to be followed by

Supervision to supervise the work progress of each individual in the form of written reports or photo. Then, supervision can also be the objective and have a deterrent effect on individuals who violate its regulation. This result is in line with the study from (Ernawati, 2018) entitled The Effect of Supervision on Employee Performance at (Office of the District of Baraka District Enrekang).

## CONCLUSION

A good work ethic within the organization has a significant positive impact on Performance in the East Java region. This explains that the more aware an individual is of the obligations, the higher the quality level of the individual's Performance. Significant individual integrity in each individual can have a positive impact on the Performance in the East Java region. This proves that committing to the company and being able to accept all risks in their line of work, such as the trust to come 15 minutes before working hours, or other aspects. Supervision that runs optimally is able to have a positive impact on the Performance of security guards in the East Java area. This explains that only effective supervision that is capable of controlling behavior and supervising tasks optimally and can also be the objective in providing impact is able to minimize individual for make a mistake due to the pressure to perform all tasks according to the existinf SOP. Future research is expected to carry out further research on employee performance in order to find out the factors that have an impact on employee performance.

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