

THE EFFECT OF SUPERVISION AND DIVISION OF WORK ON
EMPLOYEE WORK ETHICS AT PIA HOTEL PANDAN, CENTRAL
TAPANULI REGENCY

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ABSTRACT

The purpose of this study is to determine whether supervision and division of labor affect employee morale at Pia Hotel Pandan, Central Tapanuli Regency. This study is a descriptive quantitative approach using a saturated sample of 61 people. Data were analyzed using multiple linear regression analysis. The findings of the study indicate that supervision and division of labor can affect employee morale by 55.5%, while the remaining 44.5% can be influenced by other factors not discussed in this study. Supervision and division of labor together have a positive and significant effect on work enthusiasm, where F count (38.365) is greater than F table (3.16). Supervision has a significant effect on work enthusiasm, where the t-count value of 3.072 is greater than the t-table value of 2.001 (3.072 > 2.001) or significant (Sig-t) of 0.003 < α (0.05). Division of labor has the most dominant effect on work enthusiasm, where the t-count value of 5.045 is greater than the t-table value of 2.001 (5.045 > 2.001) or significant (Sig-t) of 0.008 < α (0.05). The multiple linear regression model obtained by the regression equation is $Y = Y = 4.408 + 0.321X_1 + 0.555X_2$ indicating a positive direction.

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INTRODUCTION

In the context of the service-based hospitality industry that prioritizes customer satisfaction, employee morale plays a highly strategic role. Enthusiastic employees tend to be more disciplined, responsible in completing their tasks, and cooperative with colleagues and superiors. They are also more motivated to continue learning, improve their skills, and provide excellent service to hotel guests. This contributes directly to the hotel's image, customer loyalty, and the company's long-term competitiveness.

Conversely, low morale can have various negative impacts, both individually and organizationally. Employees who lack enthusiasm tend to exhibit unproductive work behavior, are frequently absent, lack initiative, and

are prone to physical and mental fatigue. Disengagement in their work will affect the quality of service provided, decrease guest satisfaction, and ultimately impact the hotel's overall reputation. Furthermore, low morale also has the potential to create a less harmonious work environment, increase internal conflict, and increase employee turnover.

One factor that can influence morale is supervision. In a managerial context, supervision refers to a series of activities carried out by leaders or managers to ensure that all operational activities carried out by employees align with established plans, work standards, and organizational goals. Supervision is an essential element of the management function, serving not only as a control tool but also as a means of fostering and improving the quality of employee work. However, it is important to recognize that supervision can also have negative impacts if not implemented wisely.

Besides supervision, the division of labor is equally important in creating a work environment conducive to employee morale. Division of labor is a managerial process aimed at distributing tasks and responsibilities proportionally to each individual or work group based on their respective competencies, expertise, and capacities. With a sound division of labor system, employees can clearly understand their roles and functions within the organization. This facilitates coordination, prevents overlapping tasks, and increases the efficiency and effectiveness of daily work.

Pia Hotel Pandan, located in Central Tapanuli Regency, is one of the region's well-known hotels and a popular accommodation choice for both local and international tourists. As a hospitality service provider, Pia Hotel faces various challenges in maintaining service quality, especially those related to human resource management.

Based on initial observations, there are interesting dynamics related to supervision and the division of labor at the hotel. Several employees stated that supervision is often strict and often results in work pressure. On the other hand, the division of tasks across several divisions is not felt to be fully proportional, resulting in an imbalance in the workload among employees. This phenomenon revealed several indications that employee morale is not fully optimal. This is evident from several symptoms that appear in the work environment, such as delays in completing tasks, a lack of initiative in serving guests, and low employee participation in internal company activities. Furthermore, interaction between employees and coordination between divisions also appears to be less than synergistic, indicating potential problems in the division of labor and supervision.

THEORETICAL BASIS

Supervision

Supervision is a management function that is closely related to the achievement of organizational goals, so that supervision in any organization is absolutely necessary. This is as expressed by Hadibroto (in Fahmi, 2017: 152), stating that supervision is "Assessment activities towards organizations/activities with the aim that the organization/activities carry out their functions well and can fulfill

their predetermined goals". Controlling or supervision is often also called control is one of the management functions in the form of conducting assessments and at the same time making corrections so that what subordinates do can be on the right track with the aim of achieving the goals that have been outlined previously (Manullang, 2018; 23), Then according to Siagian (2019: 135) states that supervision is "The process of observing the implementation of all organizational activities to ensure that all work that has been done runs according to the plan that has been previously determined". According to Feriyanto (2021: 64), there are several types of supervision that can be carried out, namely:

1. Internal and external supervision

Internal supervision is supervision carried out by individuals or bodies within the relevant organizational unit.

2. Preventive and repressive supervision

Preventive supervision is supervision carried out on an activity before it is carried out.

3. Active and passive supervision

Close (active) supervision is carried out at the location of the activity in question. According to Ukas (2020: 361), there are four indicators that form the basis of supervision, namely:

1. Monitoring

The process of collecting data and information systematically, continuously, and regularly to observe the progress of an activity, project, or system and identify any problems that may arise.

2. Inspection

The activity of closely observing the implementation of tasks or activities, comparing what has been or is being carried out with the required standards, to ensure compliance with applicable regulations.

3. Direction

An action carried out by providing instructions, guidance, and direction to individuals or groups carrying out tasks or activities.

4. Evaluation

The process of assessing or measuring to determine the quality, effectiveness, or achievement of an activity, program, or performance.

5. Correction

An action to correct errors or deviations that occur during the implementation of an activity or work.

Division of work

Division of labor is essential in organizations to ensure the boundaries of the work that employees must perform. According to Sutarto (2016:104), division of labor is "the detailed and grouping of similar or closely related tasks to be performed by a specific official." According to Wibowo (2017:40), division of labor is "the grouping of similar and similar types of work into a single work area." Hasibuan (2019:33) defines division of labor as "written information outlining the duties and responsibilities, working conditions, work relationships, and other aspects of work within a specific position within an organization."

Division of labor is useful for facilitating work execution by workers according to the abilities of each employee within an organization. According to Moenir (2017:212), the benefits of division of labor are:

1. It makes it easier for someone to carry out their work duties without waiting for orders or commands.
2. Clearly defines the boundaries of authority and responsibility for the job.
3. There is no ambiguity in assigning tasks or carrying out work.
4. Facilitates supervision.
5. Eliminates ambiguity or conflicts in work execution.
6. Serves as a basis for determining educational needs.

According to Sutarto (2016:97), the following indicators are used to measure the division of labor:

1. Task breakdown
This is the number of tasks specified in the task list that employees must perform. By having a task breakdown, the type of work becomes clear and can be used as a guideline in carrying out tasks.
2. Number of tasks
It is recommended that employees be given more than one task to avoid work burnout. However, the tasks assigned must be interrelated and tailored to the employee's abilities.
3. Task load
The task load assigned to each employee should be equal or balanced with that of other employees to avoid an imbalance in the workload.
4. Task classification
Task classification can be divided into two types: routine main tasks, which are daily tasks or tasks carried out every day; periodic main tasks, which are only carried out at certain times when needed; and non-routine or impromptu tasks.

Spirit at work

Work enthusiasm is a positive and passionate mental attitude in carrying out work tasks. This attitude involves a sense of responsibility, cooperation, and a desire to complete work well and on time. According to Nitisemito (2016:160) who stated that work enthusiasm is "Doing work more diligently so that the work can be completed faster and better." According to Mangkunegara (2017:180) that work enthusiasm is "A description of a feeling somewhat related to the nature/soul of group enthusiasm, joy/activity, for groups of workers shows the climate and atmosphere of the workers." According to Hasanah (2016:6) work enthusiasm is "Activities carried out to increase work productivity." According to Tohardi (2017:427) stated that work enthusiasm is "The ability of a group of people to work together actively and consistently in pursuing common goals." According to Siagian (2019:57), employee work enthusiasm "Shows the extent to which employees are passionate in carrying out their duties and responsibilities within the company." According to Zainun in Asnawi (2019: 65), factors influencing employee morale include:

1. A harmonious relationship between superiors and subordinates, especially leaders who interact directly with their subordinates on a daily basis.
2. Job satisfaction with the tasks they undertake.
3. A friendly work atmosphere or climate with other members.
4. A sense of being useful to the achievement of the organization's goals.
5. An adequate level of economic and material satisfaction as a perceived fair reward for the hard work contributed to the organization.
6. A sense of peace of mind, assurance of certainty, and protection from anything that could endanger themselves and their careers.

According to Murtisaputra and Ratnasari (2018: 130), indicators of morale include:

1. Attendance: Attendance is not late and is in accordance with established working hours.
2. Cooperation: Establishing cooperation between fellow employees and employees and superiors.
3. Job satisfaction: Employees feel satisfied with their work.
4. Discipline: Discipline means employees are required to comply with all company regulations. Therefore, compliance is mandatory.
5. Employees adhere to company standard operating procedures (SOPs) and are disciplined in their work.

Based on the literature review, a framework for thinking can be drawn up in this research, as presented in Figure 2.2.

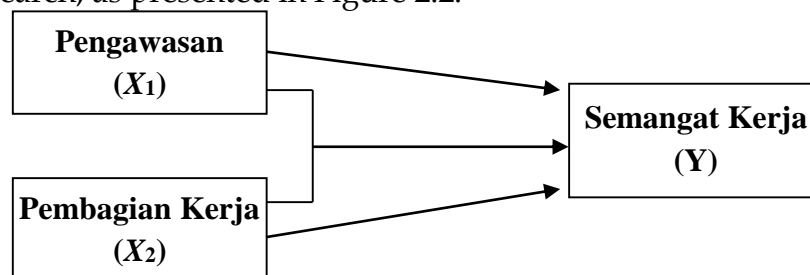


Figure 1. Research Framework

RESEARCH METHODOLOGY

This study employed a quantitative method with a descriptive approach. The population comprised all 61 employees at PIA Hotel Pandan, who served as the sample. Data were obtained through observation, interviews, and questionnaires. Data analysis was performed using multiple linear regression analysis, with the following steps:

1. Classical Assumption Test
2. Coefficient of Determination Test
3. Simultaneous Test (F Test)
4. Partial Test (t Test)

RESEARCH RESULT

Classical Assumption Test

1. Data Normality Test Results.

a. Data normality test

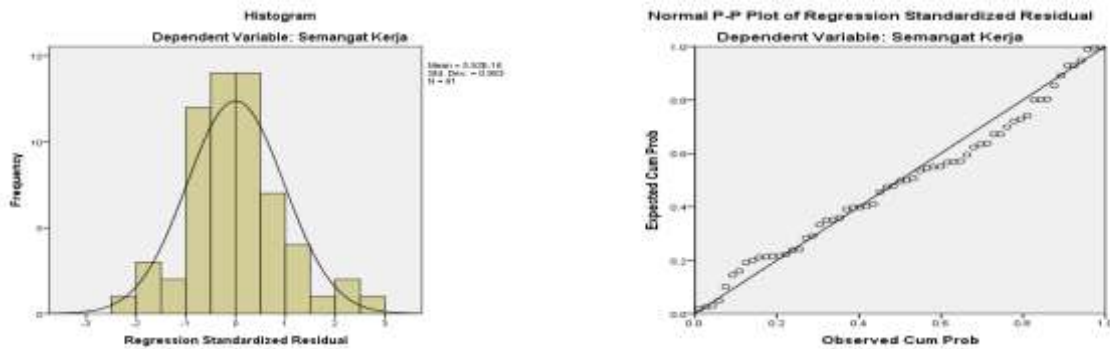


Figure 2. Histogram Approach

Figure 2 shows that the research variables are normally distributed, where the bell-shaped data is not skewed to the left or right. The PP Plot image shows points with a distribution pattern around the diagonal line. This indicates that the data is normally distributed.

b. Statistical analysis

Table 1. Results of the Kolmogorov-Smirnov (K–S) Test

		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	4,92836313
Most Extreme Differences	Absolute	0,084
	Positive	0,084
	Negative	-0,072
Kolmogorov-Smirnov Z		0,655
Asymp. Sig. (2-tailed)		0,784

a. Test distribution is Normal.

b. Calculated from data.

The multiple linear regression model in this study has met the requirements for data normality, as seen from the interpretation of Most Extreme Differences where the Absolute Dcount value is 0.0920.084 and the Dtable value ($\alpha = 0.05$, $n = 61$) obtained from the statistical table is 0.172. Therefore, $0.084 < 0.172$ or $D_{count} < D_{table}$ or seeing Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is 0.784 greater than α (0.05). then H_0 is accepted which means the data follows a normal distribution.

2. Multicollinearity Test

The results of the multicollinearity test can be seen in table 2.

Table 2. Multicollinearity Test Results

Variabel	Collinearity Statistics	
	Tolerance	VIF
Pengawasan	0,682	1,465
PembagianKerja	0,682	1,465

a. Dependent Variabel : spirit at work

The supervision and division of labor variables have a tolerance value of 0.682, greater than 0.1 and less than 1 (tolerance < 10). Meanwhile, the Variance Inflation Factor (VIF) value for all independent variables is 1.465, less than 10 (VIF < 10), thus it can be concluded that the regression model is free from multicollinearity assumptions.

3. Heteroscedasticity Test



Figure 3. Scatter Plot Graph

It can be seen that the points spread out without forming a pattern and their distribution is random below the number 0 (zero) on the Y axis. The results of this test can be concluded that this regression model is free from the assumption of heteroscedasticity, so the regression model is suitable for use. The results of the Glejser test can be seen in table 3.

Table 3. Glejser Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6,686	2,432		2,749	0,008
1 pengawasan	-0,076	0,068	-0,175	-1,118	0,268
Pembagian Kerja	-0,007	0,072	-0,015	-0,096	0,924

a. Dependent Variable: ABSResid

Based on these data, it can be seen that none of the independent variables significantly influence the dependent variable at a 5% or 0.05 confidence level. Therefore, it can be concluded that the regression model does not contain heteroscedasticity.

Results of the Determination Coefficient (R²) Test

Table 4. Results of the Determination Coefficient (R²) Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,755 ^a	0,570	0,555	5,013

a. Predictors: (Constant), Pembagian Kerja, Pengawasan

b. Dependent Variable: Semangat Kerja

Looking at the column R = 0.755a, it can be explained that the relationship between the supervision and division of labor variables on work enthusiasm is

0.755a, which means that the relationship between the independent and dependent variables is strong.

Simultaneous Test Results (F Test)

Table 5. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1927,920	2	963,960	38,365	0,000 ^b
1 Residual	1457,326	58	25,126		
Total	3385,246	60			

a. Dependent Variable: Semangat Kerja

b. Predictors: (Constant), Pembagian Kerja, Pengawasan

Sumber : Hasil penelitian, data diolah (2025)

The degree of freedom (df) is 58 for the denominator and 2 for the numerator at alpha 5%, the Ftable value is 3.16 while the Fcount value is 38.365, so it can be said that the Fcount is greater than the Ftable ($38.365 > 3.16$) and Sig.á (0.000b) is smaller than alpha 5% (0.05). So it can be concluded that supervision and division of labor have a positive effect together on employee work enthusiasm at Pia Hotel Pandan, Central Tapanuli Regency.

Partial Test Results (t-Test)

Table 6. Partial Test Results (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,408	3,728		1,182	0,242
1 Pengawasan	0,321	0,104	0,320	3,072	0,003
Pembian Kerja	0,555	0,110	0,526	5,045	0,000

a. Dependent Variable: Semangat Kerja

Table 6 explains the following:

1. Supervision has a calculated t-value of 3.072, greater than the t-table value of 2.001 ($3.072 > 2.001$), or a significant (Sig-t) value of 0.003, less than α (0.05). Therefore, it can be concluded that supervision has a jointly positive effect on employee morale at Pia Hotel Pandan, Central Tapanuli Regency.
2. Division of labor has a calculated t-value of 5.045, greater than the t-table value of 2.001 ($5.045 > 2.001$), or a significant (Sig-t) value of 0.000, less than α (0.05). Therefore, it can be concluded that division of labor has a jointly positive effect on employee morale at Pia Hotel Pandan, Central Tapanuli Regency.

Multiple Linear Regression Analysis

Based on Table 4.1, the regression equation can be constructed as follows: $Y = a + bX_1 + bX_2 + e$ or $Y = 4.408 + 0.321X_1 + 0.555X_2$. This multiple linear regression equation can be explained as follows:

- a. The constant (a) value of 4.408 indicates that regardless of the supervision and division of labor variables, the work morale variable will remain at 4.408 units.
- b. Supervision has a regression coefficient value of 0.321. This means that for every one-unit increase in the supervision variable of 0.321, the work morale value will increase by 0.321. For every 100% increase in supervision, work morale will increase by 32.1%. This holds true assuming the other variables in this study are constant, *ceteris paribus*. This demonstrates that supervision has a positive and significant effect on work morale. This means that if supervision is consistently improved, it will have a positive and significant impact on employee morale at Pia Hotel Pandan, Central Tapanuli Regency.
- c. The division of labor has a regression coefficient of 0.555. This means that for every one-unit increase in the division of labor variable, morale increases by 0.555. This means that for every 100% increase in division of labor, morale will increase by 55.5%. This holds true assuming other variables in this study are constant, *ceteris paribus*. This demonstrates that the division of labor has a positive and significant impact on morale. If the division of labor is adjusted to employees' abilities, employee morale at Pia Hotel Pandan, Central Tapanuli Regency will increase.

The Effect of Supervision on Work Morale

Overall, respondents' statements regarding the supervisory variable indicators, including setting work standards, measuring work results, corrective/improvement actions, and feedback, were categorized as good. The average supervisory variable index score was 74.2, categorized as good. This indicates that the supervisory performance of the leadership is good. These results align with research conducted by H. Maskan Muhammad Shobirin (2017). In his study, "The Influence of Supervision on Employee Morale at the Lempake Village Office, North Samarinda District, Samarinda City," he stated that there is supervision that affects employee morale. Effective supervision from the leadership will foster employee morale, and employees will automatically work diligently and responsibly. Morale is the desire and commitment to doing their job well to achieve a desired outcome. Morale encourages employees to be productive and creative in their work. By engaging in work with greater enthusiasm, better performance is expected.

The supervisory process consists of several specific actions (basic steps) that are fundamental to all managerial supervision. The initial step is determining benchmarks or standard guidelines. Standards must first be established. This is nothing more than a model or a provision that has been mutually accepted or determined by management. Standards are useful as a comparison tool in supervision, a measuring tool to answer questions about how much an activity or result has been implemented, as a tool to facilitate faster understanding between the supervisor and the supervised, as a way to spur employee morale and can improve uniformity.

The Influence of Division of Labor on Work Morale

The average index score for the division of labor variable statement, 73.5, can be categorized as high. The division of labor is tailored to employee capabilities. A division of labor is a formal organizational document containing summarized information about a position to facilitate differentiation between positions within a company. This division of labor is structured so that the information is easily understood by all relevant parties within the company. Essentially, a division of labor is a fundamental element in human resource management within an organization, where each position is described and defined. According to Harianja Marihot (2009: 59), a division of labor is "a written statement describing the duties, authority, responsibilities, working conditions, and other aspects of a job, usually written in narrative form."

The division of labor provides clarity and standards for the tasks that must be achieved by an official holding that position. This division of labor serves as the basis for establishing job specifications and job evaluations for the official holding that position. "An unclear division of labor will result in an official lacking understanding of their duties and responsibilities. This results in work being poorly done." This is where the importance of the division of tasks in every company or organization lies" (Hasibuan Malayu, 2009: 33). The results of this study are in line with research conducted by Anisa, 2018, entitled "The Effect of Division of Work and Compensation on Employee Morale at PT. PLN (Persero) Solok Area."

The Influence of Supervision and Division of Labor on Work Morale

The research findings collectively indicate that supervision and division of labor mutually reinforce each other in increasing employee morale at Pia Hotel Pandan, Central Tapanuli Regency. The calculated F value (38.365) is greater than the F table (3.16), and the Sig.á (0.000b) is less than the 5% alpha (0.05). This indicates that the research rejects Ho and accepts Ha. Therefore, supervision and division of labor have a positive and significant effect on employee morale at Pia Hotel Pandan, Central Tapanuli Regency. If employee supervision is tailored to their abilities and employees have a high division of labor, they are likely to contribute significantly to the organization by demonstrating maximum work enthusiasm.

The coefficient of determination test results were 0.555, or 55.5%. This means that supervision and division of labor have a 55.5% effect on employee morale. The remaining 44.5% is influenced by other variables not examined in this study, such as motivation, incentives, and so on.

CONCLUSION

Based on the analysis and discussion of the data in this study, the following conclusions can be drawn:

1. Supervision and division of labor can influence work enthusiasm by 55.5%. While the remaining 44.5% can be influenced by other factors not discussed in this study.
2. Supervision and division of labor jointly have a positive and significant effect on work morale, with the calculated F (38.365) being greater than the F (3.16).

3. Supervision has a significant effect on work morale, with the calculated t-value of 3.072 being greater than the t-value of 2.001 ($3.072 > 2.001$), or a significant (Sig-t) value of $0.003 < \alpha (0.05)$.
4. Division of labor has the most dominant effect on work morale, with the calculated t-value of 5.045 being greater than the t-value of 2.001 ($5.045 > 2.001$), or a significant (Sig-t) value of $0.008 < \alpha (0.05)$.
5. The multiple linear regression model obtained by the regression equation is $Y = 4.408 + 0.321X_1 + 0.555X_2$ shows a positive direction

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