

THE INFLUENCE OF WORK ETHIC AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

Performance is the achievement of an employee's work results within a certain time period based on established standards. Many factors can influence employee performance, but this research only uses the variables work ethic, work discipline and employee job satisfaction. This research aims to determine the direct influence of work ethic and work discipline on employee performance and the indirect influence of work ethic and work discipline on employee performance through job satisfaction; This research uses primary data obtained using a questionnaire. The sample for this research was 86 employees of the Pekanbaru City Public Works and Spatial Planning Department, where the sampling technique was carried out using the census method. The research data analysis using the SEM method, which used the SmartPLS program in data processing, and hypothesis testing. The research findings proved that work ethic was not proven to have a significant effect on employee performance, work discipline has been directly proven to have a significant effect on employee performance, there is an indirect influence of work ethic on employee performance through job satisfaction, there is an indirect influence of work discipline on employee performance through job satisfaction.

Keywords: Performance, Work Ethic, Discipline, Satisfaction, Performance

1. INTRODUCTION

The success of an organization in achieving its best level of performance is influenced by the high work ethic and discipline of every employee in an organization. Good performance really needs to be considered. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The success you want to achieve requires a good and optimal attitude, mental condition, psychological abilities and excellent work behavior. The existence of the Pekanbaru City Public Works and Spatial Planning Service as a government institution is obliged to carry out duties in the field of community services, namely: as a coach, protector and observer of public works issues. The authority of the Pekanbaru City Service was formed to regulate the organization's household, as well as carry out the tasks given by the regent, who oversees four sub-departments, including: Irrigation Sub-Department, Highways Sub-Department, Human Settlements Sub-Department, and Hygiene and Tata Sub-Department City. In serving the interests of society, workers/employees who have high performance are needed.

Performance in general includes: work quality, work quantity, knowledge about work, and work planning (Sutrisno, 2017). Employee performance is important for every organization to pay attention to because humans, in this case employees, are the main factor in the work process which will ultimately make the overall performance of the agency run well or not. In Setiawan and Kartika's (2014) research, it is known that employees who have high performance are characterized by several things, including: employees can complete tasks correctly and quickly, employees are willing to comply with the regulations that apply in the company, employees are able to work within the specified time, employees can collaborate with other employees in completing work or a task determined by the company.

The performance of bureaucratic officials or civil servants is an important factor in government bureaucracy, because civil servants are the implementing element and function of government activities, including service activities. However, in reality, the performance of employees at the Pekanbaru City PUPR Service is still relatively low, which can be seen from the results of observations which show that there are 23.3% of employees who do not complete assigned tasks on time, 23.3% of employees who work not according to the set working hours. 0%, employees are rarely absent if it is not really urgent at 26.7%, employees do not cooperate with co-workers at 13.3%, and there are employees who are not happy to help co-workers who are having difficulty at work at 13, 3%.

In the opinion of the Head of the Pekanbaru City PUPR Service, the decline in employee performance in terms of indicators of inappropriate working hours can be seen from employees who often arrive late. Saleha's (2016) research proves that employee performance in an agency can be improved by paying attention to the employee's work ethic. Saleha's (2016) research results show that work ethic has a significant effect on the performance of employees of the Central Sulawesi Province Highways Service. According to Sinamo (2011), ethos is the key and foundation for the success of a society or nation, accepted by acclamation. Apart from that, ethos is the main requirement for all efforts to improve the quality of the workforce or human resources, in this case performance, both at the individual, organizational and social levels. In Suriansyah's (2015) research, it was stated that work ethic has a significant influence on employee performance

According to Sinamo (2011) work ethic is a set of positive work behaviors that are rooted in strong cooperation, fundamental beliefs, accompanied by total commitment to an integral work paradigm. The work ethic of Pekanbaru City Service employees can be seen from their hard work such as working overtime, however, some employees do not utilize the available working hours and tend to reduce their working hours. From observations made, many of these employees fill their working time by sitting around chatting, or leaving the office for matters unrelated to their work duties. Employees also have low persistence. Judging from the work not being completed because it is influenced by low discipline at work, low compliance, low sense of responsibility, and not showing professional ability at work.

Apart from work ethic, work discipline is also important in increasing employee satisfaction and performance. The results of research from Octarina (2010) show that there is a significant influence of discipline variables on the performance of employees of the Sarolangun City Tourism, Youth and Sports Culture Service. According to Hasibuan (2017), discipline factors greatly influence employee performance. Discipline is usually directly proportional to the performance of employees in a company. If the level of employee work discipline is good, then the level of employee performance will also be good. Enforcing discipline that is too high can trigger employee work stress or can also trigger employee motivation because some employees tend to be lazy at work if there is no strict enforcement of discipline. This phenomenon often occurs and will directly or indirectly influence employee behavior. On the other hand, strict discipline will also reduce employee job satisfaction. This research aims to examine direct and indirect work ethic on employee performance through job satisfaction and indirect effect work discipline on employee performance through job satisfaction

2. THEORITICAL REVIEW

According to Wirawan (2014) performance is the output produced by the functions or indicators of a job or profession within a certain time. As'ad (2015) believes that performance is a person's success in carrying out a job. The indicators used in this research are indicators from Setiawan and Kartika (2014) which include: accuracy in completing tasks, suitability of working hours, attendance levels, and cooperation between employees. According to Kasmir (2016), for companies, performance appraisal has several objectives, including: a) To improve the quality of

work b) Placement decisions c) Career planning and development d) Training and development needs e) Compensation adjustments f) Employee competency inventory g) Fair job opportunities h) Effective communication between leaders and subordinates i) Work culture j) Applying sanctions.

Every employee or leader in an institution should have a high work ethic. This really requires hard work and high commitment from every employee, otherwise it will be difficult for the organization to develop and win the competition in capturing its market share (Garaika et al, 2020). Tasmara, (2012) explains that the work ethic that an employee should have is the totality of his personality and the way he expresses, views, believes and gives meaning to something, which encourages him to act and achieve optimal deeds so that the pattern of relationships between humans and themselves and between humans and other creatures can be intertwined well. Salamun et al. (2012) put forward indicators that can be used to measure work ethic, including: "hard work, discipline, honesty and responsibility, diligent and persistent hard work, discipline, honesty, responsibility, diligence and perseverance. For individuals or groups of people who have a low work ethic, the opposite characteristics will be shown (Kusnan, 2014), namely that work is felt as something that burdens the self, lacking and even not appreciating the results of human work, work is seen as an obstacle. In obtaining pleasure, work is done as a form of compulsion, and work is experienced only as a form of routine life.

According to Simamora (2014) discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms (Rivai, 2014). According to Sinungan (2015), work discipline is a mental attitude reflected in the actions or behavior of individuals, groups or communities in the form of obedience to the rules or regulations set by the government or ethical norms and rules that apply in society for certain purposes.

Employee work discipline is very important for a company in order to realize the company. The work discipline attitude of employees is very important for a company in order to realize company goals. Without good employee work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects the extent of a person's responsibility for the tasks assigned to him. This encourages work enthusiasm, work enthusiasm and the realization of company goals. A company's discipline is said to be good if the majority of employees obey existing regulations. Punishment is needed to increase discipline and educate employees to obey all company regulations. According to Sastrohadiwiryono (2013) the aim of developing employee work discipline is: 1) That employees comply with all employment regulations and policies, both written and unwritten, as well as carry out management orders. 2) Able to carry out as well as possible and be able to provide maximum service to certain parties who have an interest in the company in accordance with the field of work assigned to him. 3) Able to use and maintain the company's goods and services facilities and infrastructure as well as possible. 4) Able to act and behave in accordance with the norms applicable to the company. 5) Employees are able to produce high productivity in accordance with company expectations, both in the short and long term.

Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. This attitude towards work is the result of a number of individual specific attitudes towards factors in the work, individual adjustment, and the individual's social relationships outside of work, giving rise to the individual's general attitude towards the work they face. According to Robbins Triatna (2015), job satisfaction is a general attitude towards a person's work that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive.

Job satisfaction is quite an interesting and important issue, because high satisfaction is a characteristic of a well-managed organization and is basically the result of effective leadership. Each individual has a different level of satisfaction. In influencing employee job satisfaction, many factors that provide satisfaction to employees depend on the personality of each employee. According to Gilmer in Sutrisno (2016), factors that influence job satisfaction are opportunities for advancement, job security, salary, company and management, supervision, intrinsic and job factors, working conditions, social aspects of work, communication and facilities. According to Wibowo (2014), put forward the theory of job satisfaction, 1) Two factor theory is a theory of job satisfaction which suggests that satisfaction and dissatisfaction are part of different groups of variables, namely motivators and hygiene value theory. 2) Value Theory, According to this theoretical concept, job satisfaction occurs at the level where the individual receives work results as expected. If the fewer results they receive, the less satisfied the employee will feel and vice versa.

According to Yuwono, quoted by Spector in Badriyah (2015), identifying indicators of job satisfaction includes several aspects, namely wages, promotions, supervision, benefits, contingent rewards, operating procedures. Matters related to procedures and regulations in the workplace influence an individual's job satisfaction, such as bureaucracy and workload, co-workers, nature of work, and communication (Garika & Jatiningrum, 2020). Several studies that are relevant to this research are presented, which Saleha (2016) documented the results of his research show that: (1) the work environment, work ethic and work culture simultaneously have a significant effect on the performance of employees of the Central Sulawesi Province Highways Service, (2) the work environment has a significant effect on the performance of Central Sulawesi Province Highways Service employees, (3) work ethic has a significant influence on the performance of Central Sulawesi Province Highways Department employees, and (4) work culture has a significant influence on the performance of Central Sulawesi Province Highways Service employees. Octarina's research (2013) concluded that there is a significant influence of work ethic and discipline variables partially and simultaneously on the performance of employees of the Sarolangun City Culture, Tourism, Youth and Sports Department.

Suzanto's (2014) research concluded that there is a positive and significant influence of work motivation, work discipline and coordination both partially and simultaneously on employee performance. Suriansyah's research (2015), which concluded that (1) motivation has a positive and significant influence on employee performance at the Kotabaru City Regional Secretariat Office, namely 63.3% with a significance value of 0.000; and (2) work ethic has a positive and significant influence on employee performance at the Kotabaru City Regional Secretariat Office, namely 79.1% with a significance value of 0.000. Research by Irawan & Suryani, (2018), concluded that leadership style, office facilities, and work discipline together have an influence on the performance of Semarang City Trade Service employees. Leadership style and work discipline partially have an influence on the performance of Semarang City Trade Department employees, then office facilities do not have an influence on the performance of Semarang City Trade Department employees. The hypothesis of this research are:

H1 : Work ethic directly has a significant effect on employee performance

H2 : Work discipline directly has a significant effect on employee performance

H3 : Job satisfactions effect employee performance

H4 : There is a significant indirect effect of work ethic on employee performance through job satisfaction

H5 : There is a significant indirect effect of the work discipline variable on employee performance through job satisfaction

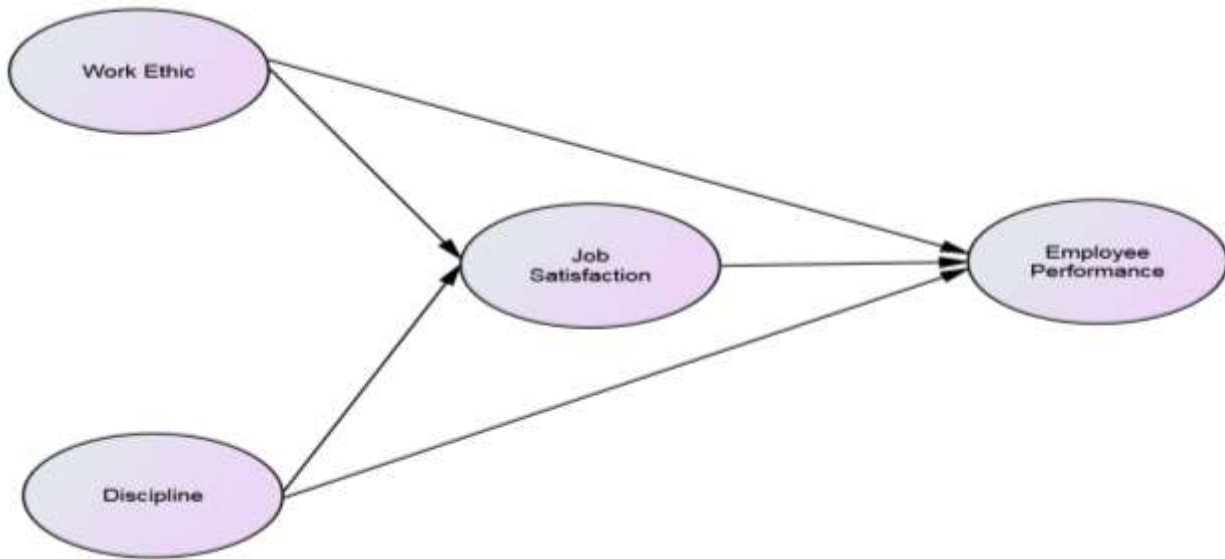


Figure 1: Research Model

3. METHOD

This research is included in the category of causal associative research using a quantitative approach. The research was carried out at the Pekanbaru City PUPR Service which is located on Jalan SM Amin No.94 Pekanbaru City. The research was conducted for 3 months starting in May-July 2023. This research uses primary data and secondary data obtained by conducting interviews, questionnaires, observation and documentation. The population of this study was all PUPR Pekanbaru City employees, totaling 86 people, and all of them were used as samples. The data analysis technique in this research uses Partial Least Square (PLS). PLS-SEM analysis consists of two sub models, the measurement model or outer model and the structural model or inner model.

The measurement model or outer model shows how each indicator block is related to its latent variable. Evaluation of the measurement model through confirmatory factor analysis is by using the MTMM (MultiTrait-MultiMethod) approach by testing convergent and discriminant validity. Meanwhile, reliability testing is carried out in two ways, namely Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015). Then Ghozali & Latan (2015) explained another test to assess the validity of the construct by looking at the AVE value. The model is said to be good if the AVE of each construct is greater than 0.50. Apart from validity testing, model measurements are also carried out to test the reliability of a construct. Reliability tests are carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. The structural model or inner model shows the relationship or strength of estimates between latent variables or constructs based on substantive theory:

- 1) R-Square. In assessing the structural model, first assess the R-Square for each endogenous latent variable as the predictive power of the structural model.
- 2) F-Square. This is done to determine the goodness of the model. The f-square values of 0.02, 0.15 and 0.35 can be interpreted as whether the latent variable predictor has a weak, medium or large influence at the structural level (Ghozali, 2011)
- 3) Estimate For Path Coefficients. The next test is to see the significance of the influence between variables by looking at the parameter coefficient values and the statistical significance value of T, namely through the bootstrapping method.

Next, carry out an indirect influence test. This test is carried out to see the magnitude of the indirect influence value between variables. This test was carried out using the bootstrapping method using smartPLS 3.0. The intervening variable is said to be able to mediate the influence of the

exogenous (independent) variable on the endogenous (dependent) variable if the statistical T value is greater than the T table and the P value is smaller than the significance level used (5%).

4. RESEARCH RESULTS AND DISCUSSION

Testing the validity of the instrument in this research was carried out in two stages, namely testing convergent validity and discriminant validity. Convergent validity is tested using the factor-loading value for each indicator and the Average variance Extracted (AVE) value. Discriminant validity testing is carried out by looking at the Root AVE value or the second square root of the AVE value which must have a higher correlation value than the values of the other variables. The results of validity testing of the instruments for the employee performance variable, work ethic variable, job satisfaction variable and work discipline variable have a loading factor value below 0.5 and are also discriminantly declared valid because they have an AVE value above 0.5. Therefore, all variables studied have valid instruments. Next, reliability testing was carried out, reliability testing was carried out by Cronbach's Alpha (CA) and Composite Reliability (CR) values. The results of instrument reliability testing can be seen in Table 1.

Table 1 Reliability Test Results

Construct	CA	CR	1	2	3	4
Discipline	0.881	0.890	0,825			
Work Ethic	0.913	0.929	0,290	0,742		
Job satisfaction	0.912	0.912	0,503	0,610	0,788	
Employee Performance	0.881	0.906	0,654	0,203	0,525	0,765

Source: Data Processing Results

According to Table 1 you can see the results of reliability testing for instruments that were declared valid in the previous test. From the results of reliability testing, it is known that the work discipline variable, work ethic variable, job satisfaction variable, employee performance variable have a CA value and a CR value above 0.7. These results explain that all valid instruments are reliable or reliable in measuring each variable. The next stage of analysis is to test the PLS-SEM model, model fit testing is carried out using the Standardized Root Mean Square (SRMR) criteria. The results of the model fit test can be seen in Table 2

Table 2. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.014	0.014
d_ ULS	17.649	17.649
d_ G	7.057	7.057
Chi-Square	2270.000	2270.000
NFI	0.387	0.387

Source: Data Processing Results

Based on Table 2 you can see the results of the fit model test where the SRMR value is 0.014. This value is lower than 0.1. This means that the SRMR value is lower than 0.1 or $0.014 < 0.1$. These results explain that the model or data analysis tool used for hypothesis testing in this research is appropriate or fit. Thus, the model is said to be suitable for use as an analytical tool and hypothesis testing tool in this research. Then also pay attention to the coefficient of determination (R-squared), the results of data processing to obtain the R-square value Table 3

Table 3. R-Square and Adjusted R Square Values

	R Square	R Square Adjusted
Job Satisfaction	0.500	0.488
Employee Performance	0.514	0.496

Source: Data Processing Results

Table 3 show that the R-square value of the path to the dependent variable of job satisfaction is 0.500, meaning that work ethic and work discipline are able to explain the dependent variable, namely job satisfaction, of 50.0%, while the remaining 50.0% is determined by other variables that are not included in the research model. Then the R-square value for the performance dependent variable path was 0.514, meaning that the work ethic, work discipline and job satisfaction variables were able to explain changes in performance of only 51.4% and the remaining 48.6% was determined by other variables outside the model. At this stage, hypothesis testing will be carried out. Based on the results of data processing, the results of hypothesis testing were obtained as in Table 4

Table 4. Hypothesis Testing Results

	Hypothesis	Direct Effect	Indirect Effect	Conclusion
1	Work Ethic -> Employee Performance	0.173 (0.086)	-	<i>Not Significant</i>
2	Work Discipline -> Employee Performance	0.518 (0.000)	-	<i>Significant</i>
3	Job Satisfaction -> Employee Performance	0.370 (0.002)	-	<i>Significant</i>
4	Work Ethic -> Job Satisfaction -> Employee Performance	-	0.188 (0.004)	<i>Significant</i>
5	Work Discipline -> Job Satisfaction -> Employee Performance	-	0.132 (0.013)	<i>Significant</i>
	R²	0.500	0.514	

Source: Data Processing Results

Work ethic is the character and habits of work that radiate from the basic human attitude towards life. Anyone can have a work ethic, provided that the work they do has become a fundamental habit in their life. This refers to the work ethic itself which emphasizes the most dominant work attitude which influences attitudes and habits in doing something. The results of this research cannot prove that work ethic has a significant effect on employee performance at the Pekanbaru City Public Works and Spatial Planning Service. This result is shown by the calculated p-value of the work ethic variable on job satisfaction which is greater than alpha. This means that work ethic is not a determining factor in whether or not employee performance is good for Pekanbaru City Public Works and Spatial Planning Department employees.

The results of this research do not support research conducted by Nurjaya, et al (2021), the results of this research conclude that work ethic has a significant effect on performance. Hypothesis testing obtained a calculated t value > t table or (6.628 > 2.002). Thus, there is a significant influence between work ethic on employee performance at the Bogor City Forestry and Plantation Service. The results of this study do not agree with Sinamo in Novliadi (2009). Positive work ethic is a process of making work something interesting and is a commitment to giving the best to the institution where the employee works. The negative work ethic contained in the employee's aura causes leaders and co-workers to be reluctant to get close and get along well, because it does not

add value, it will damage their work aspirations and their trust will be lost. Therefore, employees should provide an optimal work ethic that can advance their institution well.

Then the results of this research prove that there is a direct influence of work discipline on employee performance at the Pekanbaru City Public Works and Spatial Planning Service. This is proven because the calculated p-value t is lower than alpha. This means that if work discipline increases, employee performance will also increase assuming other factors are constant, and vice versa, if work discipline decreases, employee performance will also decrease. The results of this research support research conducted by Sazly & Winna (2019) who conducted research entitled The Effect of Work Discipline on Employee Performance at the Cengkareng District Office, West Jakarta. The research results show that by using the correlation test it can be concluded that there is a positive and strong relationship between work discipline and employee performance.

The results of this research prove that employee job satisfaction has a significant effect on employee performance at the Pekanbaru City Public Works and Spatial Planning Service. This is proven from the results of hypothesis testing where the calculated p-value t is lower than alpha. These results explain that the more employee job satisfaction increases, the more employee performance will increase and vice versa. The results of this research support research conducted by Riski Damayanti, et al (2018), which concluded that there is a strong and significant influence between job satisfaction and employee performance at the Siti Khadijah Islamic Hospital, Palembang, South Sumatra. This means that the more employee job satisfaction increases, the more employee performance will increase. Another relevant research is research conducted by Paparang, et al (2021) who conducted research the Influence of Job Satisfaction on the Performance of PT Office Employees. Post Indonesia in Manado. The results of his research concluded that the direction of the relationship between the Job Satisfaction variable and employee performance is positive, and job satisfaction has an effect on employee performance. So it can be proven that job satisfaction also influences employee performance.

The research results prove that there is an indirect influence of the work ethic variable on employee performance through employee job satisfaction at the Pekanbaru City Public Works and Spatial Planning Service. This is proven by the results of the hypothesis test which obtained a calculated p-value that was lower than alpha. This means that if an employee's work ethic increases, job satisfaction will also increase and this will have a positive impact on improving employee performance and vice versa. Employees who have a work ethic in their work are able to increase their organizational commitment (Samsurijal, et al. 2022). Work ethic is very dominant for a person's maximum work success, in the sense that the higher the employee's work ethic, the higher the employee's performance. Work ethic is the spirit and inner attitude of a person or group of people to the extent that there is moral pressure. It can be said that work ethic is a person's perspective in responding, doing and acting at work, with the will and attention to the values and rules that apply in an organization, agency or company so that the work can be carried out well.

The results of this research prove that work discipline has an indirect effect on performance through the work discipline of employees at the Pekanbaru City Public Works and Spatial Planning Service. This means that if work discipline increases, job satisfaction will also increase and the impact on employee performance will also increase. This means that employee job satisfaction can act as a mediating variable between the relationship or influence of work discipline on employee performance. The results of this research support research conducted by Ayu Lestrai (2020), which concluded that there is an indirect influence of work discipline on employee performance This is proven by the results of calculations using SPSS which show an indirect effect (through job satisfaction) of 0.0576, meaning the indirect influence of work discipline on employee performance through job satisfaction is 5.76%.

Employee work discipline arises not only because of disciplinary regulations that are determined directly. Employee work discipline will be better if the leadership provides indirect

regulations to employees who work in an organization. Having good work discipline will result in good employee performance and its impact on employee job satisfaction. Based on what has been explained above, it can be seen that the work discipline variable is one of the factors that has an indirect influence on employee performance at PT. Federal International Finance Kedaton Bandar Lampung.

5. CONCLUSION

Work ethic does not have a direct effect on performance, This means that work ethic is not a factor that directly influences employee performance. Work discipline has a direct and significant effect on employee performance. It meaning that work discipline is a determining factor in whether employee performance is good or not. Job satisfaction has a significant influence on employee performance. This means that whether an employee's performance is good or not is determined by the employee's job satisfaction. Work ethic has been proven to indirectly have a significant effect on employee performance through job satisfaction. This means that job satisfaction is truly a variable that strengthens the influence of work ethic on employee performance. This means that if work ethic increases, then job satisfaction will also increase and ultimately employee performance will also increase. Work discipline has been proven to indirectly have a significant effect on employee performance through job satisfaction. This means that job satisfaction is truly a variable that strengthens the influence of work discipline on employee performance. This means that if work discipline increases, then job satisfaction will also increase and ultimately employee performance will also increase, and vice versa.

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