

The Influence of Work Discipline and Work Ethics on Employee Performance at the Cisaranten Bina Harapan Village Service

Andyka Fajar Nugraha¹, Shinta Oktafien²

^{1,2}Faculty of Business Economics, Universitas Widyatama, Indonesia
fajar.andyka@widyatama.ac.id, shinta.oktafien@widyatama.ac.id

Abstract

A government agency with the position of Civil Servants as elements of the State apparatus who serve as public servants must provide services fairly to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. To carry out their duties properly, employee development is directed to improve the quality of human resources in order to have attitudes and behaviors that have the core of devotion, honesty, professionalism, responsibility, discipline, work ethic, organizational commitment and authority so that they can provide services in accordance with the demands of community development. Lately, in some government agencies there are weaknesses in providing services to the community which can be seen from the work discipline and work ethic of their employees. This study aims to determine the effect of work discipline and work ethic on employee performance at the Cisaranten Bina Harapan Village Office. The population used in this study were 36 respondents. The sampling technique used is saturated sampling by observing and distributing questionnaires to 36 respondents. The data analysis technique used classical assumption test which included: normality test, heteroscedasticity test, and multicollinearity test and multiple linear regression analysis. The results showed that work discipline partially had no effect on employee performance, work ethic partially affected employee performance. Meanwhile, based on the multiple linear regression equation, work discipline and work ethic simultaneously affect employee performance.

Keywords

employee performance; work discipline; work ethic



I. Introduction

One of the agency's efforts in maintaining the performance of its employees is by paying attention to work discipline and employee work ethic which is one of the important factors to get optimal work results. Employees are important assets in an agency, without employees it is difficult for an agency to achieve the goals set, it is the employees who determine the success or failure of an agency, by having skilled and highly motivated employees, an agency has very expensive assets, because basically, humans are the subject and object of development which is a very important factor, especially improving the quality of human resources is a top priority. In agency government, position Employee Country Civil as part from apparatus country and servant Public is give even service to Public on base faithfulness and obedience to Pancasila and 1945 Constitution. For doing his job with ok, employee need to be built for increase quality source power humans to have attitude and behavior based on dedication, honesty, professionalism, responsibility responsibility, discipline, ethos work, commitment organization, and authority so that

could give appropriate service with needs community that continues growing. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Cisaranten Bina Harapan Village has an office on Jalan Cicukang No. 37 Arcamanik Sub-district, Bandung City, Postal Code 40294 which is engaged in community services. In carrying out its activities, Cisaranten Bina Harapan Village employs 36 employees. From the number of employees, it is inseparable from the problem of work discipline and employee work ethic on employee performance in achieving agency goals. The number of absenteeism delays or absenteeism, the execution of tasks according to the specified time, and the ability to use equipment properly be measured in measurement discipline work. While the measurement in work ethic is awareness and willingness to do work and add insight, work discipline, initiative and motivation proactive to do things that are not assigned by superiors, friendly in serving people who need help. The system used by the agency in assessing the performance of its employees is using the 360 Degree KPi system.

Hasibuan (2017: 193) argues that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, the employee will do his job well, not on the basis of coercion. Every human being has the nature of discipline, this discipline greatly affects the performance of employees and agencies because discipline is likened to a form of training for employees in implementing the rules that have been made by the agency. For agencies, employee work discipline is an important element to achieve company goals, this is based on that company activities that always use human labor in addition to machine labor. In addition to having a disciplined nature, employees must have a work ethic in their work.

According to Sinamo (2011) work ethic is a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, accompanied by a total commitment to an integral work paradigm. A high work ethic must be owned by every employee because every company / agency really needs hard work and high commitment, otherwise the company / agency will find it difficult to develop. Because every company / agency that is advanced will definitely involve members for their performance, including every company / agency must have a work ethic. A person's work ethic will be a source of motivation for the performance of employees and a company/institution.

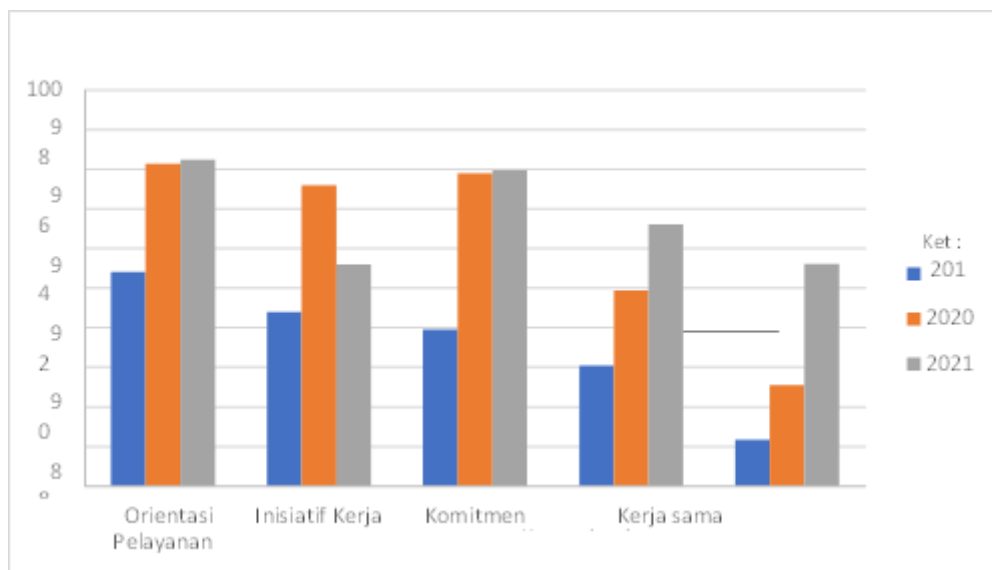
Community service is one of the determining factors for the success of an agency in government, especially in Cisaranten Bina Harapan Village, Bandung City. Agencies under the supervision of the government in charge of serving the community, such as urban villages, sub-districts and so on. This study focuses more on analyzing the problems that occur in urban village agencies in serving the community. In serving the common people there are several problems that can hinder the performance of employees and companies. The problems of employee performance, among others, are the requirements in making incomplete letters so that it takes a long time because they have to re-collect all the requirements needed. Examples of making the letters in question are making heirs, making Resident Identity Ownership, and others.

In this case, the government directs officials to use the existing system in the hope of simplifying the work and shortening it community queue. In the process, many officials, especially ASN, are still unable to operate the system provided by the government, so that it becomes an obstacle in the delivery of information and ongoing operations and this is quite a problem. With the assessment and measurement of a work ethic and employee discipline, it can find solutions to these problems. The following data on employee performance appraisals at the Cisaranten Bina Harapan Village Office for 2019 to 2021 are shown in Table 1.

Table 1. Employee Assessment Data

No	Indicator	Target (%)	Realization (%)		
			2019	2020	2021
1	Orientation Service	89	90.82	96.28	96.47
2	Work Initiative	88	88.79	95.18	91.19
3	Commitment	86	87.92	95.81	95.93
4	Cooperation	87	86.08	89.88	93.22
5	Leadership	85	82.36	85.11	91.22

Source: Data on employee performance appraisals at the Cisaranten Bina Harapan Office from 2019 to 2021.



Source : Employee performance appraisal data at the Cisaranten Bina Harapan Office from 2019 to 2021

Figure 1. Percentage of employee assessment results at the Cisaranten Bina Harapan Village Office from 2019 to 2021.

Figure 1 shows that the average performance of employees at the Cisaranten Bina Harapan Village Office is good in 2019 to 2021. This can be seen in the performance of the employees, the indicators used include service orientation, work initiative, commitment, cooperation, and leadership. From 2019 the employees have not met the targets that have been set because there were several problems that occurred such as the Covid-19 which overwhelmed the employees and their superiors. In 2019 to 2021, the performance of employees at the Cisaranten Bina Harapan Village Service has experienced a significant

increase, this is because superiors always motivate employees to improve work quality. Based on the results of an interview with Mr. Cahya as a staff at the Cisaranten Bina Harapan Village Office, the following information was obtained: 1.) Lack of staff in the village especially considering that the workload is large and carried out by one person so that the work is not effective and considering the deadlines has been determined ; 2.) For the performance and behavior of the employees themselves, it is quite good. There is an improvement from before, seen from the presence, activeness in work and cooperation between units in achieving agency/organizational goals. An agency only needs to maintain cohesiveness and synergy between sections to support the work of superiors and the goals of the agency/organization; 3.) Relation to existing services in the Kelurahan, one of which is the creation of Population Administration. The problems that are usually faced everyday in the service are residents who like to carry incomplete requirements, not intending to blame the residents, but this makes the service hampered, ineffective and efficient in realizing excellent service in the village; 4.) There is also, in Cisaranten Bina Harapan Village, the residents are still unable to maximize the application for making Population Administration owned by the Bandung City Government. Currently there is a Salaman application (Finished in Hand) sometimes residents don't want to use the application, they still want to use the manual in the Kelurahan. If the application is used it will be very easy; 5.) Another problem, in the realm of Peace and Order. There are still incidents of crime. Although superiors have instructed to reactivate the Security and Security System in each RW, not all RWs have an Active Security System, including the matter of installing CCTV in each RW from the PIPPK budget, only two of the 12 RWs. Next year all RWs are instructed to install CCTV in their area ; 6.) The most crucial thing in the Territory, in my opinion, is about Community Empowerment. There is also a problem that is starting to fade the attitude of mutual cooperation among residents. The absence of intention and enthusiasm in carrying out community service activities, for example, has not been independent and empowered by the community. In some RWs it has been done, but there are still RWs that have to wait for the help of their superiors, both material and physical, waiting for help from the Scrooge (Cleaning Gorong) officers. Because basically the life of the community is in the spirit of mutual cooperation, taking care of each other among the people for the common good. The government in terms of Community Empowerment only acts as a facilitator, the key is in a community that is united and empowered; 7.) Problems related to infrastructure development. There are still environmental roads that are damaged, environmental drainage that is not functioning, Environmental Street Lighting is still lacking, Clean Water Facilities are not adequate in each RW and Open Space and places for residents' activities are still lacking. This is all related to the activities of the citizens and the index of happiness of the citizens. The government, in this case, must ensure that its citizens carry out their activities properly and fulfill all their needs.

II. Review of Literature

Hasibuan (2017: 193) argues that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, the employee will do his job well, not on the basis of coercion. The indicators of work discipline used to measure work discipline according to Hasibuan (2019:115) are as follows: (1) Attitudes, (2) Norms, and (3) Responsibilities. Sinamo (2005) states that work ethic is a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm.

Indicators of work ethic according to Sinamo (2014: 56) are as follows: 1) Work smart: (a) Work smart full of creativity; (b) Work diligently with excellence, (2) Hard Work: (a) Work hard with enthusiasm; (b) Work properly and responsibly; (c) Work thoroughly with integrity, (3) Sincere work: (a) Work sincerely with gratitude; (b) Serious work full of love; (c) Plenary work of humility. According to John Miner quoted in Anwar Prabu Mangkunegara (2017: 70) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In the organization performance appraisal is one of the important factors for the success of a performance management. For some organizations, the purpose of performance appraisal is to improve the performance of individuals within the organization. When conducting a performance appraisal, it is necessary to use a good and correct measuring instrument or technique in accordance with the conditions of a company or organization agency, in order to minimize negative things for employees. John Miner, 1988 (in Sudarmanto, 2009:11) says that performance appraisal indicators are the use of time, quality of work and quantity of work. Factors that affect employees are the discipline and work ethic of employees and work motivation.

Based on the theory above, the hypothesis proposed in this study is as follows:

Trahan and Steiner (1998) suggest that "work discipline is positively associated with employee performance, because with discipline the leader can implement an action so that the work standards set can be met by employees."

H 1: Work discipline has a positive effect on employee performance at the Cisaranten Bina Harapan Village Service

Sinamo (2005) states that work ethic is a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm. Employees who have a work ethic in their work are able to increase their organizational commitment. Work ethic is very dominant for the success of one's work to the fullest, meaning that the higher the work ethic of the employee, the higher the employee's performance.

H 2: Work ethic has a positive effect on employee performance at the Bina Harapan Village Service

Work discipline and work ethic have a relationship with a person's success in doing his job. Previous research, namely Timbuleng & Sumarauw (2015) analyzed that work discipline and work ethic simultaneously affect employee performance.

H 3: Work discipline and work ethic have a simultaneous effect on employee performance at the Cisaranten Bina Harapan Village Service.

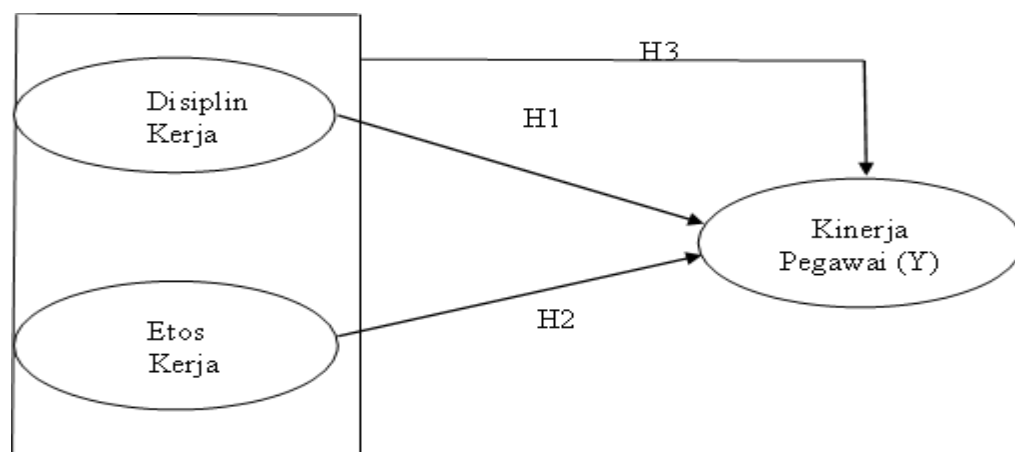


Figure 2. *Conceptual Framework*

III. Research Method

This research is quantitative research. Quantitative Research According to Kasiram as quoted by Wiratna (2015) is a process of finding knowledge using data in the form of numbers as a tool to analyze information about what you want to know. Quantitative research uses primary data obtained through survey methods and distributing questionnaires to respondents. Data analysis and processing uses a tool, namely the SPSS (Statistical Product and Services Solutions) program. The data analysis technique is through validity and reliability tests, classical assumption tests, and multiple regression equation analysis. The population in this study were all employees of Cisaranten Bina Harapan ASN Village as many as 36 employees. The sampling technique used in this research is saturated and census sampling, where all members of the population are used as samples. Sugiyono (2017:85) says that the saturated sampling technique is a sampling technique where all members of the population are used as samples. So, the number of samples used in this study were 36 respondents.

IV. Result and Discussion

4.1 Research result

The results of the study based on data processing showed that all indicators in the research variables were declared valid and reliable with criteria 0.3 & 0.7. According to Ghozali (2011), the validity test was carried out to measure valid or whether or not a questionnaire is valid. An indicator will be valid if corrected item value total correlation > 0.3. While the reliability test is a tool to measure a questionnaire which is an indicator of a variable (Ghozali, 2011). In SPSS, reliability can be measured by the value of Cronbach's Alpha. According to Nunally (in Ghozali, 2013), questions are said to be reliable if Cronbach's Alpha value is > 0.7. In study this, the questionnaire used consist of 3 items and each consist of 10 questions, namely: X1: discipline work; X2: ethos work; Y: performance employee.

a. Classic assumption test

1. Normality test

Table 2.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	mean	.0000000
	Std. Deviation	1.65354573
Most Extreme Differences	Absolute	.147
	Positive	.100
	negative	-.147
Test Statistics		.147
asymp. Sig. (2-tailed)		.046 ^c
Exact Sig. (2-tailed)		.377
Point Probability		.000

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Exact Value. Sig (2-tailed) = 0,377 > 0.05.

It can be concluded that the residuals are normally distributed, meaning that the variables in the study have a normal distribution. The normality test aims to test whether in the regression model, the confounding variable or residual has a normal distribution, if this assumption is violated, the statistical test becomes invalid for a small sample size (Ghozali 2016: 154). According to Mehta & Patel (2012) By default, IBM SPSS Statistics calculates level significance for statistics in Crosstabs procedure and Test Nonparametric use method asymptotic. This means that estimated p value based on assumption that data, with size enough sample big, appropriate with distribution certain. However, when small, sparse, contains data set many bonds, no balanced, or no distributed with ok, method asymptotic possible fail produce reliable results. So, from that, in count *p-value* is used method exact approach to produce accurate *p-* value.

2. Heteroscedasticity test

Table 3.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.209	1,930		.108	.914		
	Work Discipline	.125	.071	.507	1,745	.090	.328	3.049
	Work ethic	-.101	.073	-.401	-1,380	.177	.328	3.049

a. Dependent Variable: Abs_RES

Value of Sig. on the Work Discipline and Work Ethic variables > 0.05 so it can be concluded that there is no heteroscedasticity in the two variables, this means that the regression model does not have variance inequality from one observation residual to another.

3. Multicollinearity Test

Table 4.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.136	3.367		.931	.358		
	Work Discipline	.200	.125	.209	1,608	.117	.328	3.049
	Work ethic	.711	.127	.725	5.590	.000	.328	3.049

a. Dependent Variable: Employee_Performance

The VIF value of the two independent variables = 3.049 < 10.

It can be concluded that there is no multicollinearity, meaning that there is no correlation between the independent variables, namely the work discipline variable and work ethic. The multicollinearity test was carried out with the aim of knowing whether in a regression model there was a correlation between independent variables (Ghozali, 2016).

b. Multiple Linear Regression Analysis

1. Correlation

Table 5.

Correlations				
		Performance	Work Discipline	Work ethic
Pearson Correlation	Performance_Employee	1,000	.803	.896
	Work Discipline	.803	1,000	.820
	Work ethic	.896	.820	1,000
Sig. (1-tailed)	Performance_Employee	.	.000	.000
	Work Discipline	.000	.	.000
	Work ethic	.000	.000	.
N	Performance_Employee	36	36	36
	Work Discipline	36	36	36
	Work ethic	36	36	36

- 1) The correlation coefficient between the variables of Employee Performance and Work Discipline is 0.803. This shows a very strong relationship, with a positive direction of the relationship. The greater the Work Discipline, the greater the Employee Performance. The level of significance or Sig.(1-tailed) is $0.000 < 0.05$; it means that the relationship between Employee Performance and Work Discipline is significant.
- 2) The correlation coefficient between the variables of Employee Performance and Work Ethic is 0.896 which shows a very strong relationship, with a positive direction of relationship. The greater the work ethic, the higher the employee performance. The level of significance or Sig.(1-tailed) is $0.000 < 0.05$; it means that the relationship between employee performance and work ethic is significant.

2. Coefficient of Determination

Table 6.

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.904 ^a	.818	.807	1,703	2,142
a. Predictors: (Constant), Work ethic					
b. Dependent Variable: Employee_Performance					

Based on the summary model, R of 0.904 was obtained. This value shows the degree of strength of the relationship between work discipline and work ethic with employee performance in the high range. The value of Adjusted R Square = 0.818 means that the contribution of the work discipline and work ethic variables to the employee performance variable is 81.8%; while the remaining 18.2% is influenced by other variables not examined in the study. In other words, 81.8% of the variation in employee performance can be explained by work discipline and work ethic.

3. Regression Model Fitment Test (F Test)

Table 7

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	429.303	2	214.651	74,020	.000 ^b
	Residual	95,697	33	2,900		
	Total	525,000	35			
a. Dependent Variable: Employee_Performance						
b. Predictors: (Constant), Work_Ethic, Work_Discipline						

Value of Sig. in the table above is $0.000 < 0.05$. It can be concluded that F arithmetic is feasible to use to explain the effect of Work Discipline and Work Ethic on Employee Performance, therefore H_0 is rejected and H_a is accepted, meaning that there is a positive and significant influence between work discipline and work ethic on employee performance.

4. Regression Coefficient Test (t Test)

Table 8.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.136	3.367		.931	.358		
	Work Discipline	.200	.125	.209	1,608	.117	.328	3.049
	Work ethic	.711	.127	.725	5.590	.000	.328	3.049
a. Dependent Variable: Employee_Performance								

In the Work Discipline variable obtained the value of Sig. of $0.117 > 0.05$. It can be concluded that the Work Discipline variable has no significant effect on the Employee Performance variable. In the Work Ethic variable obtained the value of Sig. of $0.000 < 0.05$ so it can be concluded that the work ethic variable has a positive and significant effect on the employee performance variable. The regression coefficient for Work Discipline is 0.200. The regression coefficient is positive, meaning that when Work Discipline increases, Employee Performance will also increase.

The regression coefficient for work ethic is 0.711. The regression coefficient is positive, meaning that when the work ethic increases, employee performance will also increase.

Persamaan regresi liner berganda:

$$\text{Kinerja pegawai: } 3,136 + 0,200 \text{ Disiplin kerja} + 0,711 \text{ Etos kerja} + 0.3098 \epsilon \text{ Y} = \\ 3,136 + 0,200 X_1 + 0,711 X_2 + 0,3098 \epsilon$$

4.2 Discussion

Based on the results of statistical tests, it can be clearly seen that the variables of work discipline, work ethic have a positive effect on employee performance. The explanation of each variable is as follows:

a. The Effect of Work Discipline on Employee Performance

The results of hypothesis testing indicate that work discipline has no effect on employee performance. Thus, the higher the level of work discipline does not affect the performance of the employees of the Cisaranten Bina Harapan Village Office because employees already have high levels. Without good employee discipline, it is difficult for agencies to achieve optimal results. Good discipline reflects the magnitude of a person's responsibility for the performance of the tasks assigned to him. This encourages work enthusiasm so that it can facilitate the realization of the desired goals.

Work discipline is one of the important factors in improving employee performance. According to Farida and Hartono (2016:41) good discipline reflect great sense of responsibility answer somebody to assigned tasks to him. This encourages work enthusiasm, enthusiasm for work and the realization of agency, employee and community goals. Therefore, every boss always tries to make his subordinates have good discipline. A superior is said to be effective in carrying out a leadership role if his subordinates have good discipline. Discipline can be understood as an employee who always comes and goes home on time, does his job well, complies with all the rules and social norms that apply to the government agency. Hasibuan (2017: 193) argues that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. So, someone will be willing to obey all the rules and carry out his duties, either voluntarily or by necessity. Therefore, the results of this study are not in line with the theories put forward from the opinions of experts.

b. The Influence of Work Ethic on Employee Performance

The results of hypothesis testing indicate that work ethic has a positive effect on employee performance. Thus, if the employees of the Cisaranten Bina Harapan Service have a high work ethic, it will improve employee performance. With a good work ethic, it indicates a good employee performance as well.

Work ethic is a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm (Sinamo, 2005). By Etymologically, the word etos comes from the Greek, namely ethos which means attitude, personality, character, character, and belief in something (Tasmara, 2002). This attitude is not only owned by individuals, but also by groups and even society. E highs work is an attitude and the behavior of the individual who is fully in favor of his or her work. Sinamo (2005) also views that ethos work is foundation of true and authentic success. This view is influenced by studies towards sociological studies since the time of Max Weber in the early 20th century and management writings in the last twenty years which all lead to one main conclusion, that success in various areas of life is determined by human behavior, especially work behavior. Some people

refer to this work behavior as motivation, habit (habit) and work culture. Therefore, the results of this study are in line with the theories put forward from the opinions of experts.

c. The Influence of Work Discipline and Work Ethic on Employee Performance

The results of hypothesis testing indicate that work discipline and work ethic have a simultaneous effect on employee performance at the Cisaranten Bina Harapan Village Service, so this study is able to prove the third hypothesis. With a good work ethic and high work discipline, they can direct their abilities and skills in carrying out their duties so that employee performance will be even better. Efforts to improve performance to be even better need to be supported by a good work ethic and can support human resources who have a high level of discipline.

Work discipline and work ethic are very much needed at the Cisaranten Bina Harapan Village Office so that they can carry out their work programs to achieve the goals that have been set. If the Cisaranten Bina Harapan Village Service employee has worked discipline and a high work ethic, it will help improve employee performance.

d. Limitations and Future Research Directions

Based on the researcher's direct experience in the research process, there are some limitations experienced and can be several factors that need more attention for future researchers to further refine their research. Some of the limitations in this study, among others: (1) The number of respondents is only 36 people, of course, still not enough to describe the actual situation; (2) The object of the research only focuses on the scope of the kelurahan which is only one of the other regional apparatuses such as the sub-district, city government, ; (3) In the data collection process, the information provided by the respondent through the questionnaire sometimes does not show the respondent's actual opinion, this is sometimes the different thoughts, assumptions and understandings of each respondent, as well as other factors such as the honesty factor in filling out the respondent's opinion in the questionnaire. In addition, it is expected that other researchers who want to conduct research at one of the government agencies are advised to take a larger number of samples, it is hoped that additional variables in the study will affect employee performance variables such as motivation, promotion, compensation, work environment, leadership, work ability, cooperation etc.

V. Conclusion

From the results of the study "The Effect of Work Discipline and Work Ethic on Employee Performance at the Cisaranten Bina Harapan Village Service", it can be concluded as follows:

- a. Work discipline has a positive and insignificant effect on employee performance at the Cisaranten Bina Harapan Village Office.
- b. Work ethic has a positive and significant effect on employee performance at the Cisaranten Bina Harapan Village Office.
- c. Work discipline and work ethic have a positive and significant effect on employee performance at the Cisaranten Bina Harapan Village Office.

References

- Farida, Umi and Hartono, Sri. (2016). *Human Resource Management II* . Ponorogo: Umpo Ponorogo Press.
- Ghozali , I. (2013). *Application Multivariate Analysis With IBM SPSS Program* . Semarang: Body Publisher University Diponegoro
- Ghozali, I. (2011). *Multivariate Analysis Application With IBM SPSS program* . Semarang: Diponegoro University Publishing Agency.
- Ghozali, I. (2016). *Multivariate Analysis Application With IBM SPSS program* . Semarang: Diponegoro University Publishing Agency.
- Hasibuan, Malay SP (2017). *Human Resource Management (18th Printing) (Revised ed.)* . Jakarta: PT Bumi Aksara
- Hasibuan, Malay SP (2019). *Human Resources Management (Revised Edition)* . Jakarta: PT Bumi Aksara.
- Mangkunegara, AP (2017). *Company Human Resource Management* . Bandung: PT. Rosdakarya Youth.
- Mehta, CR, & Patel, NR (2012). *IBM SPSS Exact Tests*. 1–236.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 1, Page: 276-286*.
- Sinamo, JH (2005). *Eight Professional Work Ethic* . Jakarta: Mahardika Institute.
- Sinamo, JH (2011). *Professional Work Ethic Your Navigator To Success* . Jakarta: PT Spirit Mahardika.
- Sinamo, JH (2014). *Mental revolution: in bureaucratic institutions and corporations*. Jakarta: Darma Mahardika Institute.
- Sudarmanto. (2009). *HR Performance and Competency Development* . Yogyakarta: Student Library.
- Sugiyono, (2017). *Quantitative, Qualitative, and R&D Research Methodology* . Bandung: Alfabeta.
- Tasmara, Toto. (2002). *Cultivating an Islamic Work Ethic* . Jakarta: Gema Insani Press.
- Timbuleng, S., & Sumarauw, JS (2015). Work Ethic, Work Discipline, And Organizational Commitment Influence On Employee Performance At Pt Hasjrat Abadi Manado Branch. *Journal of Research in Economics, Management, Business and Accounting*.
- Trahan, Wanda A., Steiner, Dirk D. (1998). Factor Affecting Supervisors Use Of Disciplinary Action Following poor Performance. *Journal of Organizational Behavior* . Vol 15: 129-139.
- Werdhiastutie, A. et al. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 2, Page: 747-752*.
- Wiratna Sujarweni, V. (2015). *Business economics research methodology* . Yogyakarta: New Library.