



Work discipline and work ethic its influence on employee performance through organizational commitment as an intervening variable

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ABSTRACT

The purpose of this study was to determine the effect of Work Discipline and Work Ethics directly on Employee Performance, the effect of Work Discipline and Work Ethics directly on Organizational Commitment and the effect of Work Discipline and Work Ethics indirectly through Organizational Commitment as an intervening variable on Employee Performance. This research method is quantitative with a sample size of 40 employees from the marketing division of PT Tunas Toyota Cilegon. The data analysis technique uses Structural Equation Modeling (SEM) with the SmartPLS application. The results of the study indicate that work discipline and work ethics have a positive and significant effect on employee performance, work discipline and work ethics also affect organizational commitment, organizational commitment has an effect on employee performance and work discipline and work ethics have an indirect effect on performance through organizational commitment as an intervening variable.

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INTRODUCTION

Work discipline is a crucial element that contributes greatly to improving employee performance. As stated by (Oupen, 2020), solid discipline plays a central role in carrying out employees' daily tasks. Employees who have a high level of discipline tend to carry out their responsibilities with full dedication, even without direct supervision from superiors. They will avoid misusing work time for personal gain, thus ensuring operational efficiency is maintained. The importance of discipline in the work context cannot be ignored because it directly affects individual performance in an organization. This research was conducted at PT. Tunas Toyota Cilegon. which is a company engaged in the sale of four-wheeled vehicles (automotive) and workshops in the Cilegon City area, Serang and its surroundings. Researchers have conducted observations of one of the divisions in this company, namely the marketing division. The observation results show that the performance

of employees at PT. Tunas Toyota Cilegon in the marketing department is still not good, which can be seen from the evidence of fluctuating sales data of marketing employees.

In previous studies, there were conclusions that work discipline showed a positive influence of work discipline on performance. Some studies show a positive impact of work discipline on performance, such as the findings of (Rachmaniah, 2022) who emphasized the positive influence, and (Indriani, 2023) who also confirmed the significant impact of work discipline. (Setiawan, 2023) describes organizational commitment as the willingness of employees to support organizational goals and maintain membership, which in turn increases the sense of responsibility and loyalty to the company.

This study adds a new dimension by exploring the role of work ethics in employee performance at PT. Tunas Toyota Cilegon. Work ethics, as defined by Budianto et al. (2015), includes individual attitudes and views on how to work. Employees who have a strong and consistent work ethic usually not only demonstrate high dedication but are also able to significantly improve their performance and achievements.

(Hasibuan, 2017) describes work discipline as an individual's awareness to comply with applicable company rules and social norms, which is reflected in the punctuality and quality of task completion. (Muna, 2022) defines work discipline as management that strengthens organizational guidelines to ensure that each member complies with existing rules. Anoraga as quoted by (Juliyanti, 2020), considers discipline as character training that aims to ensure that a person's actions are always in accordance with applicable regulations.

Work ethic plays a crucial role in determining employee performance. It includes attitudes, views, habits, and characteristics that influence how a person behaves in the workplace. Employees who have a high work ethic are not only able to cope with monotonous routines but can also improve the overall quality of their work. The drive to maintain high work standards is often the main motivation for individuals with strong work ethics, encouraging them to actively contribute useful ideas and input (Nasution, 2022).

Organizations need work ethics to ensure order and harmony within them. Work ethics serve as a common thread that unites various behaviors in an organization, and often these ethical values are reflected in the company's mission (Mertayasa, 2023). Griffin & Ebert, as quoted by (Nasution, 2022), state that ethics are beliefs about what is right or wrong, good or bad, that influence individual actions in the workplace.

According to (Bhastary, 2020), work ethics act as norms that are explicitly applied and recognized as standards of behavior that must be maintained to boost performance. (Nurhasanah, 2022) added that work ethics is a paradigm or concept about work that is considered good and correct by individuals or groups, which is then manifested in their work actions.

Organizational commitment plays a vital role in ensuring the continuity and stability of an organization. This commitment reflects the willingness and determination of employees to continue to contribute and dedicate themselves to the company (Sidik, 2020). This is a measure of the extent to which an employee is willing to remain in the organization and support its goals. (Chaidir, 2023) explains that organizational commitment is the extent to which an employee supports and actively participates in achieving organizational goals. Meanwhile, (Iswahyudi, 2023) adds that organizational commitment involves psychological and physical bonds between employees and their workplace.

According to (Kinicki, 2014), organizational commitment is a very important work attitude. Employees with a high level of commitment usually show greater dedication and strong motivation to achieve company goals.

Employee performance, on the other hand, is a key indicator of an organization's success in managing human resources (HR). To be able to compete in a competitive market, organizations need to continuously improve the quality of their HR. (Saepulo, 2022) describe employee performance as real behavior that is produced in accordance with the role played by employees.

Mangkunegara (2011) added that performance includes work results, both in terms of quality and quantity, in carrying out the tasks and responsibilities given. In other words, performance is a measure of individual or group achievement in completing tasks according to the roles and responsibilities they carry.

RESEARCH METHOD

In this study, the method used is a survey method with a quantitative approach. As explained by Kerlinger (Sugiyono, 2019), a survey is a research technique that can be applied to large or small populations with the aim of collecting information from representative samples.

In this study, the term "population" refers to a complete group that meets specific criteria that have been set by the researcher for the purpose of analysis and drawing conclusions (Sugiyono, 2019). For this study, the population studied included all employees in the Marketing division of PT. Tunas Toyota Cilegon, totaling 40 people. Meanwhile, a "sample" is a part of the population that represents the same characteristics as the entire population (Sugiyono, 2019). In this study, the author used the saturated or census sampling method, where each member of the population was included as a sample. Thus, the number of samples selected was 40 people, which corresponds to the total population.

In this study, selecting the right data analysis technique is key to ensuring that the analysis is in accordance with the research design and the variables studied. For this purpose, Structural Equation Modeling (SEM) analysis was chosen as the main method. SEM is a sophisticated statistical method, designed to explain and understand complex relationships between multiple variables at once. This technique integrates factor analysis and multiple regression, providing researchers with the capacity to test and model causal relationships in more depth (Jaya, 2020). In Wright's view as quoted by (Musyaffi, 2022), SEM is a tool that combines factor analysis with path analysis to examine causal relationships. According to (Ardi, 2020), Partial Least Squares (PLS) is a variant of SEM that facilitates comparisons between dependent and independent variables, especially in cases of data with small samples. PLS, as explained by (Handayani, 2023), is a soft modeling method that does not require strict assumptions regarding the measurement scale, making it an ideal choice for analysis with a limited number of samples, even less than 100.

RESULTS AND DISCUSSIONS

Data Quality Test Results

In using the SmartPLS application, data quality evaluation is carried out through external model analysis, especially those related to reflective indicators. This evaluation focuses on two important aspects: convergent validity and discriminant validity. Convergent validity assesses the extent to which indicators measuring a latent construct are highly correlated, indicating that the indicators effectively measure the intended construct. In contrast, discriminant validity ensures that different constructs are truly separate from each other and do not overlap with each other (Handayani, 2023).

a. Convergent Validity

In the process of evaluating convergent validity, the outer loading value serves as the main measure to assess the quality of the indicator. An indicator is considered to meet the criteria for adequate convergent validity if its outer loading value exceeds 0.7.

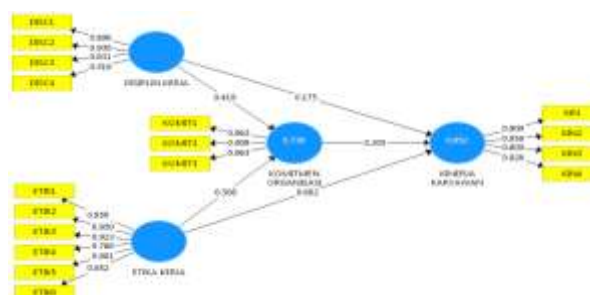


Figure 1. Initial Running of Outer Model

The measurement results of the model show that there is an indicator with an outer loading value of less than 0.7, namely DISC4, which is recorded at a value of 0.519. Because DISC4 does not meet the established convergent validity standards (> 0.7), this indicator is considered inadequate to be included in the model. As a corrective step, the DISC4 indicator was removed from the model, and the data analysis process was rerun. The latest results of the measurement/output after removing DISC4 from this research model can be seen in the following section.

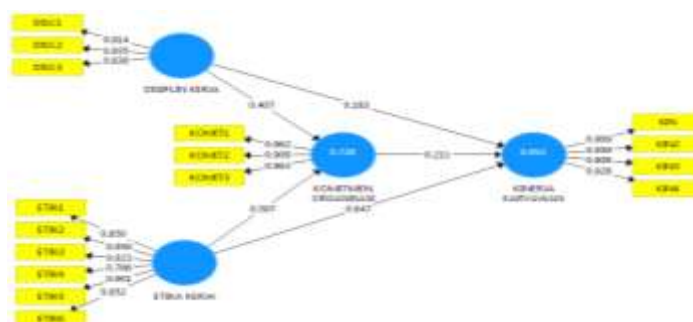


Figure 2. Running the two Outer Models

The results of the model evaluation in the second measurement show that all indicators now have a loading factor or outer loading value above 0.7. This indicates that the model has met the criteria for further analysis. Furthermore, convergent validity is also checked through the Average Variance Extracted (AVE), which must exceed a value of 0.5. This AVE value can be accessed through the Construct Reliability and Validity menu. The AVE output presented next illustrates the results of the convergent validity evaluation on the model that has been tested.

Based on the calculation results, the Average Variance Extracted (AVE) value for the variables Work Discipline, Work Ethics, Organizational Commitment, and Employee Performance all exceed 0.5. This indicates that each variable in the model has met the established validity standards.

b. Composite Reliability

Reliability testing aims to assess the extent to which the indicators in a variable show consistency and reliability. In this context, a variable is considered to meet the composite reliability standard if its composite reliability value exceeds 0.7. This value indicates that the indicators in the variable are functioning well and are stable.

The evaluation results show that the composite reliability value for all variables in this study exceeds 0.7. This indicates that each variable has met the requirements required for composite reliability. With this achievement, it can be concluded that the variables analyzed show high consistency and reliability. Therefore, the indicators used in this study can be considered as a solid basis for further analysis.

Reliability or consistency of measurement is not only evaluated through composite reliability, but also through Cronbach's alpha value. In this context, a variable is considered reliable if its Cronbach's alpha value exceeds 0.6. The results of the analysis, reveal that each variable in this study has a Cronbach's alpha value above 0.6. This confirms that all measurement variables meet the expected reliability standards. Therefore, it can be concluded that the variables studied show a high level of reliability, so that the data obtained can be relied on for further analysis processes.

Model Feasibility Test Results

In this study, the two dependent variables analyzed were organizational commitment and employee performance. The organizational commitment variable is influenced by work discipline and work ethics, while employee performance is influenced by the three factors – work discipline, work ethics, and organizational commitment. To assess the impact of independent variables on the dependent variable, the R-square value is used. This value indicates the extent to which the independent variables are able to explain the variations that occur in the dependent variable. In the analysis using the Partial Least Squares (PLS) method, the R-square value can be accessed through the R-square menu in the PLS Algorithm. The results of the R-square value measurement in this study are presented clearly in Figure 6, providing an overview of how well the model is built in explaining the relationship between variables.

The results of the research analysis show that the R-square value for the organizational commitment variable is 0.728. This means that about 72.8% of the variation in organizational commitment can be explained by two main factors, namely work discipline and work ethic. This figure shows that the model used is able to capture most of the variation in organizational commitment, while the other 27.2% of the variation is influenced by factors not included in this model. For the employee performance variable, the R-square value reaches 0.952, which indicates that 95.2% of the variation in employee performance can be explained by a combination of work discipline, work ethic, and organizational commitment. This shows that the research model is very effective in explaining employee performance. However, the remaining 4.8% of the variation in employee performance is influenced by other variables not included in this research model. These results underscore the importance of considering additional factors outside the model for a more comprehensive understanding of employee performance.

In the context of model analysis, the R-square value that is considered good is generally one that exceeds 0.10. The higher the R-square value, the better the quality of the model in explaining the variability in the data. In this study, the R-square value for the organizational commitment variable was recorded at 0.728, while the value for the employee performance variable reached 0.952. Both of these values indicate that the model used is very effective in explaining the variation in both variables. The R-square value of 0.728 for organizational commitment indicates that this model is able to explain about 72.8% of the variation in organizational commitment, which is a very satisfactory result. On the other hand, the R-square value of 0.952 for employee performance indicates that this model can explain 95.2% of the variation in employee performance, reflecting a very high model quality. With these results, it can be concluded that the model applied in this study not only meets, but exceeds the standard criteria for more in-depth analysis, providing a strong foundation for further data evaluation and interpretation.

Hypothesis Testing Results

To evaluate the significance of the hypothesis, a comparison between the t-statistic and t-table values is often used. The hypothesis is considered accepted if the t-statistic exceeds the t-table value. In the context of this study, with a 95 percent confidence level (alpha 5 percent), the t-table value used for the two-sided hypothesis is more than 1.96. Hypothesis testing also involves

examining the t-statistic and p-values. The hypothesis will be accepted if the p-value is less than 0.05.

Based on the analysis, all variables in the research model show positive parameter coefficients (original sample). This indicates that the findings support the proposed hypothesis. The evaluation of the significance of the hypothesis shows that all five hypotheses tested meet the criteria at the significance level of $\alpha = 5\%$. The t-statistic value obtained exceeds the limit of 1.96 and the p-value is below 0.05. Thus, all hypotheses in this study are declared significant, and the evaluation details will be described further.

Work discipline on Employee Performance

Data analysis shows that the t-statistic value for the relationship between work discipline and employee performance is 4.041, while the p-value is recorded at 0.000. The t-statistic value that far exceeds the t-table value (1.96) and the p-value that is far below the significance threshold (0.05) indicates a significant relationship between work discipline and employee performance.

These results support the first hypothesis which states that there is a significant and positive influence of work discipline on employee performance. In other words, these data confirm that improving work discipline significantly contributes to improving employee performance. This means that the proposed hypothesis meets the established testing criteria, and the results strengthen the claim that work discipline has a substantial impact on employee performance.

Work Ethics on Employee Performance

The results of the data analysis show that the t-statistic value for the relationship between work ethics and employee performance reached 7.311, while the p-value was recorded at 0.000. This t-statistic value far exceeds the standard t-table value (1.96), and the p-value which is far below the significance threshold (0.05) provides strong evidence that the second hypothesis, which states that work ethics plays a significant and positive role in employee performance, can be accepted.

This finding indicates that work ethics has a very strong and significant impact on improving employee performance. In other words, this data confirms that work ethics is a key factor that substantially affects employee performance. These results indicate that work ethics not only plays an important role, but also has a real effect on improving performance.

Work discipline on organizational commitment

The results of the data evaluation show that the t-statistic value for the relationship between work discipline and organizational commitment reached 2.965, while the p-value was recorded at 0.003. This t-statistic value clearly exceeds the t-table threshold set at 1.96, and the p-value which is far below the significance limit of 0.05 supports that the third hypothesis, which states that work discipline has a significant and positive effect on organizational commitment, can be accepted.

In other words, this finding indicates that work discipline has a strong and substantial impact on increasing commitment to the organization. This means that the higher the level of a person's work discipline, the greater their level of commitment to the organization where they work. This result confirms that work discipline is a key factor in building and strengthening organizational commitment.

Work Ethics on Organizational Commitment

Data analysis revealed that the t-statistic value for the relationship between work ethics and organizational commitment reached 3.719, while the p-value was recorded at 0.000. This t-statistic value clearly exceeds the t-table threshold set at 1.96, and the p-value which is far below

the significance level of 0.05 indicates that the fourth hypothesis, which proposes that work ethics has a significant and positive effect on organizational commitment, can be accepted.

This finding strongly confirms that work ethics plays a very important role in influencing the level of individual commitment to the organization. This means that the stronger the work ethic a person has, the greater the contribution to their commitment to the workplace. Thus, organizations that prioritize high work ethics have great potential to increase their employees' commitment. This can ultimately strengthen employee loyalty and attachment to the organization, which has a positive impact on the stability and overall performance of the organization

Organizational Commitment to Employee Performance

Data analysis shows that the t-statistic value for the relationship between organizational commitment and employee performance is 2.420, with a p-value of 0.010. This t-statistic value clearly exceeds the t-table threshold of 1.96, and the p-value is far below the significance level of 0.05 indicating that the fifth hypothesis, which claims that organizational commitment has a significant and positive influence on employee performance, is accepted.

This result confirms that a high level of commitment to the organization has a substantial impact on improving employee performance. Employees who have a strong bond and a high level of commitment to the organization tend to show better work performance. This means that organizations that succeed in creating and maintaining employee commitment can expect an increase in their productivity and quality of performance.

Mediation Effect Test Results

The mediation effect test aims to explore how independent variables affect dependent variables through the role of mediating or intervening variables. This process reveals that the impact of independent variables on dependent variables does not occur directly, but rather through mediating variables (Harahap, 2020). In this evaluation, total indirect effects measure the contribution of mediating variables, with the output of the significance test assessing the extent of its influence in connecting these variables.

Based on the analysis conducted, the original sample value for the organizational commitment variable was recorded at 0.086 and 0.107, indicating that this variable functions as a positive mediator in the relationship between work discipline and work ethics on employee performance. The t-statistic value obtained from both original sample numbers is below the threshold of 1.96. Therefore, organizational commitment as an intervening variable effectively mediates the influence of work discipline and work ethics indirectly on employee performance at PT Tunas Toyota Cilegon.

The Influence of Work Discipline on Employee Performance

The results of data analysis show that work discipline has a positive and significant influence on employee performance, with the path coefficient in the original sample recorded at 0.183. The significance test shows a t-statistic value of 4.041, which exceeds the t-table value set at 1.96, and a p-value of 0.000 which is far below the significance threshold of 0.05. This finding supports the acceptance of the first hypothesis, which states that work discipline has a positive and significant impact on employee performance.

These results are consistent with previous studies such as those reported by (Basyirah, 2021) which also found a positive relationship between work discipline and employee performance. This study confirms that the implementation of effective work discipline, including good time management, can contribute to the achievement of sales targets and improved employee performance at PT Tunas Toyota Cilegon. Thus, the results of this study emphasize the importance of work discipline as a key factor in improving employee performance optimally, in accordance with the direction and objectives set by the company's leadership.

The Influence of Work Ethics on Employee Performance

Analysis of the hypothesis shows that work ethics has a significant and positive influence on employee performance, with a path coefficient reaching 0.647. The test results show a t-statistic value of 7.311, which clearly exceeds the t-table value set at 1.96, and a p-value of 0.000 which is far below the significance threshold of 0.05. This finding confirms that work ethics play an important role in influencing employee performance, in accordance with the hypothesis that has been proposed.

This study is in line with the findings of (Nurhasanah, 2022), which also emphasize the positive impact of work ethics on employee performance. At PT Tunas Toyota Cilegon, the application of work ethics principles such as integrity, responsibility, and enthusiasm has been proven to motivate employees to achieve performance targets optimally. These results indicate that a strong work ethic not only supports individual achievement, but also contributes to the overall success of the organization by improving the quality and efficiency of employee performance. Consistent implementation of work ethics principles can facilitate a productive and harmonious work environment, supporting employees in achieving better results.

The Influence of Work Discipline on Organizational Commitment

Hypothesis testing shows that work discipline has a positive and significant influence on organizational commitment, with a recorded path coefficient of 0.407. The t-statistic value of 2.965 clearly exceeds the t-table value set at 1.96, and the p-value of 0.003 is far below the significance threshold of 0.05. This finding strengthens the third hypothesis which states that work discipline makes a positive contribution to organizational commitment.

These results are consistent with previous studies, including research by (Surito, 2020) which also found a positive relationship between work discipline and organizational commitment. At PT Tunas Toyota Cilegon, consistent implementation of work discipline, such as compliance with company time and regulations, has been shown to increase the level of employee commitment to the organization. Good work discipline serves as a key element in supporting the achievement of organizational goals and strengthening employee attachment to the company. Therefore, the implementation of effective discipline practices is expected to strengthen employee loyalty and dedication, supporting the long-term success of the organization.

The Influence of Work Ethics on Organizational Commitment

Analysis of the hypothesis reveals that work ethics has a positive and significant influence on organizational commitment. With a path coefficient recorded at 0.507 and a t-statistic value reaching 3.719 which far exceeds the t-table limit of 1.96 and a p-value of 0.000, which is far below the significance threshold of 0.05, this finding supports the fourth hypothesis. This hypothesis states that work ethics plays an important role in increasing organizational commitment.

This finding is consistent with the results of research by (Nurhalizah, 2024), which shows that strong work ethics contribute significantly to increasing the level of employee commitment to the organization. The application of solid work ethics principles, such as integrity, responsibility, and dedication, has been proven effective in strengthening employee loyalty. By having a high work ethic, employees become more motivated to work hard and stay involved with the organization in the long term. This implies that organizations that prioritize work ethics not only increase employee commitment, but also strengthen their relationships and attachments, which ultimately support the long-term success and stability of the organization.

The Effect of Organizational Commitment on Employee Performance

The results of the hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance. The original sample path coefficient for this relationship was recorded at 0.211, and the t-statistic value reached 2.420, which clearly

exceeded the t-table limit of 1.96. In addition, the p-value obtained was 0.010, which is smaller than the significance threshold of 0.05. This finding supports the fifth hypothesis, which claims that organizational commitment significantly affects employee performance.

This finding is in line with various previous studies, such as (Astuti, 2022) show that the level of organizational commitment plays an important role in improving employee performance. Increasing commitment to the organization can lead to increased employee motivation and productivity. This emphasizes the importance of building and maintaining organizational commitment as a key strategy to improve individual performance in the work environment. With high commitment, employees tend to show better performance and contribute more significantly to organizational goals, strengthening the company's position and long-term success.

CONCLUSION

Based on the hypothesis test, it was concluded that all hypotheses were accepted, which means that all the resulting variables showed an influence on the performance variables. This study revealed a number of significant findings regarding the relationship between the variables studied, with important implications for human resource management. First, the results of the analysis indicate that work discipline has a positive and significant effect on employee performance. Increasing levels of discipline among employees directly contribute to improving their performance, indicating that high discipline leads to better work outcomes. In addition, work ethics also showed a positive and significant effect on performance. This means that employees with good work ethics tend to achieve higher work outcomes, confirming the importance of having high ethical standards in their work.

This study also found that work discipline has a positive and significant effect on organizational commitment. Employees who are more disciplined show higher levels of commitment to the organization, indicating that discipline affects employee commitment and loyalty. Likewise, work ethics has a positive and significant effect on organizational commitment. Employees with a strong work ethic tend to have a greater commitment to their workplace, strengthening the relationship between ethical values and organizational loyalty.

These findings support theories that suggest that organizational commitment significantly affects employee performance. Employees who show higher levels of commitment to the organization perform better. Based on these results, it is concluded that to improve overall employee performance, organizations must focus efforts on developing work discipline, work ethics, and organizational commitment, because these three factors influence each other and contribute to optimal performance.

This study has limitations, such as small sample size, limitations in measurement, or potential bias that can affect the results and the number of variables is still lacking, so recommendations for future research are to increase the number of variables and samples studied.

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