

The Influence of Work Culture and Discipline on the Performance of State Civil Apparatus at the Pasar Minggu District Office, South Jakarta Administrative City

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Article Info	ABSTRACT
<p>Keywords: Work Culture, Discipline, Employee Performance</p>	<p>The aim of the research in writing this thesis is to determine and analyze the influence of work culture on the performance of the State Civil Apparatus, to determine and analyze the influence of discipline on the Performance of the State Civil Apparatus and to determine and analyze the influence of work culture and discipline together on the Performance of the State Civil Apparatus. . This research is analytical observational research, namely the researcher makes direct observations of respondents by distributing questionnaires for analysis using quantitative research methods. Regarding research, the author used a saturated sampling technique. In this research, the author narrowed the population to 50 employees at the Pasar Minggu District Office, South Jakarta. There is an influence of Work Culture (X1) on Employee Performance (Y), because the t value for variable X1 (Work Culture) is 7.913, while the t table value for N = 70 is 1.994. So $7.913 > 1.994$, it can be concluded that partially the Work Culture variable (X1) has an effect on Employee Performance (Y). There is an influence of Discipline (X2) on Employee Performance (Y), because the t value for variable X2 (Discipline) is 10.755, while the t table value for N = 70 is 1.994. So $10.755 > 1.994$. It can be concluded that partially the Discipline variable (X2) has an effect on Employee Performance (Y). There is an influence of Work Culture (X1) and Discipline (X2) together on Employee Performance (Y), it is proven that the Fcount value is 302.318, while the Ftable (α 0.05) for n = 70 is 2.74. So $F_{count} > F_{table}$ (α 0.05) or $302.318 > 2.74$ with a significant level of 0.000 because $0.000 < 0.05$, then it can be said that Work Culture (X1) and Discipline (X2) together or simultaneously have a positive effect on Performance of employees at the Pasar Minggu District Office, South Jakarta (Y) with an R Square value of 0.900. This shows that 90% of Work Culture (X1) and Discipline (X2) together influence the performance of employees at the Pasar Minggu District Office, South Jakarta (Y), while the remaining 10% is influenced by other factors not examined in this research.</p>
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INTRODUCTION

In an organization, the most important thing that needs to be considered is human resources which are the main supporters of achieving organizational goals. Human resources occupy a strategic position in an agency, therefore human resources must be mobilized effectively and efficiently so that they have a high level of usability.

According to Andrew, quoted by Mangkunegara (2013:4), human resource planning or workforce planning is defined as the process of determining labor needs and means bringing together these needs so that their implementation is integrated with organizational plans. Civil Servant Performance refers to the extent to which a civil servant carries out his duties and responsibilities in accordance with the standards set by the government or the agency that employs them. The performance of Civil Servants has an important role in maintaining the efficiency and effectiveness of public services and achieving government goals.

Civil Servants are the main drivers of government agencies to provide the best public services, improve to become figures for government agencies so that they become role models for the community. Therefore, Civil Servants, must always show a positive attitude and be responsible for the tasks given. Civil Servant is a term used in Indonesia to refer to jobs filled by individuals who have passed the selection and are accepted as members of the state civil apparatus. Civil servants work for the government in various government agencies and departments at the national, provincial, and district/city levels. They have an important role in the implementation of government and public services in Indonesia. The role of Civil Servants is very important in carrying out government functions and providing services to the people in Indonesia. They have a responsibility to maintain integrity, efficiency, and fairness in government and public services. Civil Servant performance analysis is a performance evaluation process carried out on Civil Servants to find out the extent of their performance in carrying out the duties and responsibilities given by the organization.

Law No. 20 of 2023 concerning State Civil Apparatus in it is divided into 2, namely civil servants and PPPK are regulated in Article 1 paragraph 2 and paragraph 3. In paragraph 2, it is explained that State Civil Apparatus Employees, hereinafter referred to as ASN Employees, are civil servants and government employees with a work agreement appointed by a personnel supervisory official and assigned to a government position or assigned to other state duties and given income based on laws and regulations. And in paragraph 3 it is explained that Civil Servants, hereinafter abbreviated as Civil Servants, are Indonesia citizens who meet certain requirements, appointed as ASN Employees on a permanent basis by personnel coaching officials to occupy government positions.

Meanwhile, performance is something that needs to be considered quite seriously, because employee performance with various aspects in it will have a direct impact on the overall performance of the organization. According to Rival & Basri in Kaswan (2012:187), "Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work performance standards, targets or objectives, or performance that has been determined in advance and has been mutually agreed".

Performance assessments of the workforce are usually carried out by the management or employees who are authorized to provide assessments of the workforce concerned and are usually direct superiors hierarchically or can also be from other parties who are authorized or appointed directly to provide assessments. The results of the performance assessment are submitted to the labor management to obtain a study in the context of further needs, both related to the individual of the employee concerned and those related to the organization. According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Performance Assessment of Public Service Implementation Units, performance assessment of public service delivery units must be carried out to improve the quality of public services. This assessment should always take into account that the work currently being done must be of higher quality than execution.

Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 8 of 2021 concerning the Civil Servant Performance Management System and Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2022 concerning the Preparation of Employee Performance Targets and Civil Servant Performance Assessment in 2021. The purpose of the issuance of this Circular Letter is to provide clarity on:

- a. Civil servants who are assessed, Assessment Officials, and Superiors of Assessment Officials after the equalization of positions from Structural Positions to Functional Positions;
- b. Preparation of Employee Work Goals and Work Performance Assessment for the Period January to June 2021;
- c. Preparation of Employee Performance Targets and Civil Servant Performance Assessment for the Period of July to December 2021; and
- d. Civil servant performance assessment in 2021.

The performance of government agencies is an overview of the achievement of goals or objectives of government agencies as an elaboration of the vision, mission and strategy of the agency which indicates the level of success and failure in the implementation of activities in accordance with the established programs and policies. In Government Regulation No. 94 of 2021 concerning Civil Servant Discipline. Article 1 paragraph 4 reads Civil Servant Discipline is the ability of civil servants to obey their obligations and avoid prohibitions specified in laws and regulations. Paragraph 5 reads that Going to Work is the state of carrying out duties both inside and outside the office. Paragraph 6 reads that Disciplinary Violation is any speech, writing, or act of a civil servant that does not comply with obligations and/or violates the prohibition of the provisions of Civil Servant Discipline, whether committed during or outside working hours. And in article 4 letter f reads Entry to Work and obey the provisions of working hours. If this is violated by civil servants, it will be detrimental to the work unit or organization.

Based on the phenomenon that occurs, factors that affect employee performance are needed. Sudarmanto, (2020: 184) said there are several factors that can affect employee performance, including: work motivation, discipline, job satisfaction, job design, commitment,

leadership, competence, organizational culture and work culture, and reward system. However, based on a pre-survey of researchers at the Pasar Minggu District Office, it was found that the factors that affect employee performance are variables of discipline and work culture. There is a gap or problem in the service itself, namely the overlap of work in service employees and the many field activities such as meetings or reviews in the field, causing the quality of public services to be not optimal, because the one-stop integrated service employees only receive incoming files, but for the staff of government section employees who directly handle the service of the heir registration certificate if there is a meeting or field activity causing service negligence due to the overlap of work that automatically checks and examines the statement of the heir registration letter carried out by the staff of the Government Section will be withdrawn from the completion schedule of about 5-10% of the total. As well as the lack of human resources for staff employees in the government which should be 2, if 1 who is active outside 1 is back up in the office.

Culture binds employees of community groups into a unity of views that creates uniformity in behavior or action. As time goes by, culture must be formed in the organization and its benefits can also be felt in contributing to the effectiveness of the organization as a whole. Work culture is closely related to employee empowerment in an organization. The stronger the work culture, the greater the motivation of employees to move forward with the organization. According to Mangkuprawira (2015), work culture is a system of values, perceptions, behaviors and beliefs embraced by each individual employee and employee group about the meaning of work and its reflection in activities to achieve organizational and individual goals.

The condition of the implementation of work culture at the Pasar Minggu District Office is not paid attention to, this can be seen from the fact that the development of a very varied personal culture. For example, the habit of employees to procrastinate from work, not being on time and leaving early, all of which lead to acts of indiscipline. Ideally, the hope of all parties is the creation of a more positive work culture and support the performance of the Pasar Minggu District Office. Each place has different habits and rules from one another. Likewise in the world of work, work habits or more often called work culture in each organization have differences and have even become their own character for an organization. A work culture that is formed positively will be beneficial because every employee in an organization needs suggestions, opinions and even constructive criticism from the scope of their work for the advancement of the educational institution, but the work culture will have a bad effect if employees in an organization express different opinions because of the differences of each individual.

Good performance is also influenced by the work discipline of its employees. According to Rivai (2021:825), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness to fulfill all organizational regulations, with high work discipline it is expected to help improve a person's performance towards an organization or organization. In the success of the organization in the performance of employees in achieving the expected targets, there is a need for work discipline from employees. The formation of discipline is an

absolute thing for every employee, because it will improve employee performance. Work discipline is very important because the better the work discipline of employees, the better the work performance that can be achieved. Without work discipline it is difficult for organizations to achieve maximum results, good discipline reflects a person's sense of responsibility for the tasks given by their superiors. Therefore, every boss or leader always tries to make his subordinates have good work discipline.

The same phenomenon seems to be also experienced by the Pasar Minggu District Office, namely the lack of work discipline seen from the existence of several employees who are not able to maximize time to work and the uneven distribution of tasks resulting in employees who do other things outside of duty during working hours and employees who arrive late and leave without information during working hours. The many phenomena of work discipline carried out by employees in government agencies make researchers moved to conduct a study on work discipline.

METHODS

This study is an analytical observational research, namely the researcher makes direct observations to the respondents by distributing questionnaires to be analyzed using quantitative research methods. In this study, the author uses quantitative research, because the data obtained will be in the form of numbers. The numbers obtained will be further analyzed in data analysis. This study consists of two variables, namely Work Culture and Discipline as independent variables, Employee Performance as a dependent variable in this study.

The data collection technique used in this study is the Field Research Technique, which is carried out by going directly to the field (survey) using a data collection tool of direct interview questionnaires with respondents. Literature research techniques, which are carried out to support theoretical or conceptual ideas about variables or conceptual about research variables, which in this case are supported by data collection tools through textbooks or literature that can be used as study material in this research. This study uses a questionnaire which contains instruments, namely instruments to measure (1) Work Culture (2) Discipline (3) Performance of State Civil Apparatus Employees at the Pasar Minggu District Office, South Jakarta Administrative City.

RESULTS AND DISCUSSION

The results of a simple linear regression analysis using the Statistical Product and Service Solutions (SPSS) Version 25 for Windows program computer are multiple linear regression analysis as follows:

Table 1. Multiple Linear Regression Test

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	3,167	1,835		1,726	,089

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Work Culture (X1)	,405	,051	,434	7,913	,000
Discipline (X2)	,605	,056	,590	10,755	,000

a. Dependent Variable: Employee Performance(Y)

From the table above, the multiple linear regression equation is obtained as follows:

$$Y = 3.167 + 0.405 X_1 + 0.605 X_2$$

It can be explained as follows:

- The value of the interception constant of 3,167 states that if the variables Work Culture (X1) and Discipline (X2), increase by 1 units, then the Employee Performance variable (Y) will increase by 3,167.
- The coefficient value of the regression of the Work Culture variable (X1) to the Employee Performance variable (Y) is 0.405. This means that if the Work Culture variable (X1) increases by 1 unit, it will increase the Employee Performance variable (Y) by 0.405, assuming the Work Culture variable (X1) is considered constant.
- The coefficient value of the regression value of the Discipline variable (X2) to the Employee Performance variable (Y) is 0.605. This means that if the Discipline variable (X2) increases by 1 unit, the regression coefficient value of the Discipline variable (X2) against the Employee Performance variable (Y) is 0.605. This means that if the Discipline variable (X2) increases by 1 unit, it will increase the Employee Performance variable (Y) by 0.605, assuming the Discipline variable (X2) is considered constant.

Table 2. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8211,302	2	4105,651	302,318	,000 ^b
	Residual	909,898	67	13,581		
	Total	9121,200	69			

a. Dependent Variable: Employee Performance(Y)

b. Predictors: (Constant), Discipline (X2), Work Culture (X1)

From the results of the analysis in the table above, namely the ANOVA test, the value of Fcal was obtained of 302.318, while the Ftable (α 0.05) for n = 70 was 2.74. So the Fcal > of the Ftable (α 0.05) or 302.318 > 2.74 with a significant level of 0.000 because 0.000 < 0.05, then it can be said that Work Culture (X1) and Discipline (X2) together or simultaneously have a positive effect on Employee Performance (Y).

Table 3. Coefficient of Determination

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,949 ^a	,900	,897	3,68518	

a. Predictors: (Constant), Discipline (X2), Work Culture (X1)

b. Dependent Variable: Employee Performance(Y)

Based on the calculations in the table above, an influence test was carried out for the three variables, and based on the Model Summary table, an R Square value of 0.900 was produced. This shows that 90% of Work Culture (X1) and Discipline (X2) together affect Employee Performance (Y), while the remaining 10% is influenced by other factors that were not studied in this study.

Discussion

Based on the results of the research analysis using statistical methods, it can be known the meaning of the influence between the independent variables, namely Work Culture and Discipline on the bound variable, namely the Performance of the State Civil Apparatus. This study involved 70 respondents, namely Employees of the Pasar Minggu District Office, South Jakarta Administrative City. Then to test the hypothesis, the t test, the F test and the determination coefficient were used.

The Influence of Work Culture (X1) on Employee Performance (Y)

In this study, Work Culture has a significant effect on the Performance of the State Civil Apparatus, from the results of the t-test the t-count value for the X1 variable (Work Culture) is 7.913, while the t-table value for $N = 70$ is 1.994. So $7,913 > 1,994$, it can be concluded that the Work Culture variable (X1) partially affects Employee Performance (Y).

This research is supported by the theory put forward by Mangkunegara (in Sari, et.al, 2015) which is quoted from Edgar H Schein which defines that: Work Culture is a set of assumptions or a system of beliefs, values and norms developed in an organization that is used as a behavioral guideline for its members to overcome external adaptation and internal integration problems. With a person's awareness and willingness to obey all regulations, it is hoped that the employee concerned will improve his performance, thus the Work Culture must be upheld in an organization.

The results of this study are in line with previous research, namely Sugiati Surayitno (2018) with the research title "The Influence of Work Culture of PT. Bank Tabungan Negara (Persero) Tbk. on Employee Performance (Study on Employees of PT. Bank Tabungan Negara (PERSERO) Tbk. Yogyakarta Sharia Branch Office)". So it is stated that the work culture of PT. Bank Tabungan Negara (Persero) Tbk. has a positive and significant influence on employee performance (a study on employees of PT. Bank Tabungan Negara (Persero) Tbk. Yogyakarta Sharia Branch Office).

The Effect of Discipline (X2) on Employee Performance (Y)

In this study, Discipline has a significant effect on the Performance of the State Civil Apparatus, from the results of the t-test the t-value for the X2 variable (Discipline) is 10.755, while the t-table value for $N = 70$ is 1.994. So $10,755 > 1,994$, it can be concluded that partially the Discipline variable (X2) affects Employee Performance (Y).

This research is supported by the theory put forward by Moenir (in Pangarso & Susanti, 2016) work discipline is basically always expected to be a characteristic of every human resource in an organization, because with organizational discipline it will run well and can achieve its goals well. Every employee must have work discipline in his organization or company, such as complying with written and unwritten regulations that have been set by

the company because it can create a conducive and harmonious work environment so that it will have a positive impact on the performance of the State Civil Apparatus.

The results of this study are in line with previous research, namely Astadi Pangarso & Putri Intan Susanti (2016) Based on the results of the research, it can be concluded that: Work discipline (X) has a significant positive influence on the performance of the Basic Social Service Bureau of the Regional Secretariat of West Java Province. This is shown by several tests conducted on work discipline variables. Astadi Pangarso & Putri Intan Susanti. 2016. The Effect of Work Discipline on the Performance of State Civil Apparatus in the Basic Social Service Bureau of the Regional Secretary of West Java Province. Journal of Theoretical and Applied Management Year 9. No. 2.

The Influence of Work Culture (X₁) and Discipline (X₂) on Employee Performance (Y)

In this study, Work Culture and Discipline have a significant effect on the Performance of the State Civil Apparatus, from the results of the ANOVA test, a value of F_{cal} is obtained of 302.318, while F_{table} ($\alpha 0.05$) for $n = 70$ is 2.74. So $F_{cal} > F_{table}$ ($\alpha 0.05$) or $302.318 > 2.74$ with a significant level of 0.000 because $0.000 < 0.05$, then it can be said that Work Culture (X₁) and Discipline (X₂) together or simultaneously have a positive effect on Employee Performance (Y), with an R Square value of 0.900. This shows that 90% of Work Culture (X₁) and Discipline (X₂) together affect Employee Performance (Y), while the remaining 10% is influenced by other factors that were not examined in this study.

This research is supported by the theory put forward by Asad (Widyawati et.al, 2020) in his book *Industrial Psychology Job performance is a Successful role achievement* obtained by a person from his actions. From these limitations, it is clear that what is meant by *Job Performance* is the results achieved by a person according to the measure applicable to the job in question. The level of success of a person in carrying out his work tasks is called *the level of performance*. People with *a high level of permormance* are said to be productive people, while people whose *level of performance* is up to standard is called unproductive or low *performance*. The dimensions of the Performance of the State Civil Apparatus are work results, efficiency, and effectiveness.

The results of this study are in line with previous research, namely Ferlita Widyawati, Edi Mulyadi, & Anen Tumanggung (2020) From the results of data processing, it is known that work culture has a positive and significant effect on the performance of state civil servants where the direct influence of work culture on the performance of state civil servants. It was also found that work discipline had a positive and significant effect on the performance of the state civil apparatus where the direct influence of work culture on the performance of the state civil apparatus. Work culture and work discipline together have a positive and significant effect on the performance of the state civil apparatus where the direct influence of work culture on the performance of the state civil apparatus. The results of the study show that there is a positive and significant influence of Work Culture and Work Discipline both partially and simultaneously on the Performance of the State Civil Apparatus.

CONCLUSION

There is an influence of Work Culture (X1) on Employee Performance (Y), because the tcount value for the X1 variable (Work Culture) is 7.913, while the ttable value for $N = 70$ is 1.994. So $7,913 > 1,994$, it can be concluded that partially the Work Culture variable (X1) affects Employee Performance (Y). There is an effect of Discipline (X2) on Employee Performance (Y), because the tally value for the X2 variable (Discipline) is 10.755, while the ttable value for $N = 70$ is 1.994. So $10.755 > 1.994$, it can be concluded that partially the Discipline variable (X2) affects Employee Performance (Y). There is an influence of Work Culture (X1) and Discipline (X2) together on Employee Performance (Y), it is proven that the value of F_{cal} is 302.318, while $F_{table} (\alpha 0.05)$ for $n = 70$ is 2.74. So $F_{cal} >$ from $F_{table} (\alpha 0.05)$ or $302.318 > 2.74$ with a significant level of 0.000 because $0.000 < 0.05$, then it can be said that Work Culture (X₁) and Discipline (X2) together or simultaneously have a positive effect on the performance of employees of the Pasar Minggu District Office, South Jakarta Administrative City (Y) with an R Square value of 0.900. This shows that as much as 90% of Work Culture (X₁) and Discipline (X2) together affect the performance of employees of the Pasar Minggu District Office, South Jakarta Administrative City (Y), while the remaining 10% is influenced by other factors that are not studied in this study.

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