

**DETERMINANTS OF EMPLOYEE PERFORMANCE: THE ROLES OF HUMAN
RESOURCE QUALITY, WELFARE, WORK MOTIVATION, DISCIPLINE, AND
WORK ETHICS IN THE SECRETARIAT OF SEMARANG CITY
REGIONAL HOUSE OF REPRESENTATIVES**

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Abstract:

This study aims to analyze the influence of human resource quality, employee welfare, work motivation, work discipline, and work ethics on employee performance at the Secretariat of the Regional House of Representatives (DPRD) of Semarang City. Employee performance has become an important issue in improving the quality of public services and strengthening organizational effectiveness in government institutions. This study employed a quantitative research approach using primary data collected through questionnaires distributed to employees of the Secretariat of DPRD Kota Semarang. The research sample consisted of employees selected using a saturated sampling technique. Data were analyzed using multiple linear regression after fulfilling the classical assumption tests, including validity, reliability, normality, multicollinearity, and heteroscedasticity tests. The findings indicate that human resource quality, work motivation, work discipline, and work ethics have positive and significant effects on employee performance. Conversely, employee welfare does not significantly affect employee performance. Simultaneously, all independent variables significantly influence employee performance. These findings imply that government institutions should prioritize improving employee competencies, strengthening work discipline, fostering positive work ethics, and enhancing work motivation to improve organizational performance. The results contribute to the development of human resource management literature, particularly in the context of public sector organizations.

Keyword: Human resource quality; employee welfare; work motivation; work discipline; work ethics; employee performance.

1. Introduction

Employee performance has become one of the most critical determinants of organizational effectiveness, particularly in public sector institutions that are responsible for delivering high-quality public services. In an increasingly dynamic administrative environment, government organizations are expected to provide services that are efficient, transparent, accountable, and responsive to the needs of society. Consequently, improving employee performance has become a strategic priority for public organizations seeking to achieve sustainable organizational performance and strengthen public trust.

Human resources play a fundamental role in determining organizational success because they constitute the primary driving force behind policy implementation and public service delivery. According to the Resource-Based View (RBV), human resources represent strategic organizational assets capable of generating sustainable competitive advantages when they possess valuable knowledge, competencies, and professional capabilities (Barney,

1991). Therefore, government institutions must continuously improve employee competencies, organizational commitment, and professional ethics to ensure the achievement of organizational objectives.

The Secretariat of the Regional House of Representatives (DPRD) of Semarang City serves as an essential supporting institution responsible for providing administrative, financial, legal, and technical assistance to the Regional House of Representatives in carrying out legislative, budgeting, and supervisory functions. Unlike executive government agencies, the Secretariat of DPRD operates within a unique organizational environment that requires employees to maintain professionalism, neutrality, responsiveness, and high ethical standards while supporting legislative activities. Consequently, employee performance within this institution directly influences the effectiveness of parliamentary administration and the quality of legislative support services.

Several factors have been identified in the human resource management literature as determinants of employee performance. Human resource quality is widely recognized as a crucial factor because competent employees possess the knowledge, technical skills, and experience necessary to accomplish organizational tasks efficiently (Armstrong, 2023). Similarly, work motivation encourages employees to maximize their efforts in achieving organizational objectives, whereas work discipline ensures compliance with organizational regulations and operational procedures. In addition, work ethics promotes integrity, professionalism, accountability, and responsible behavior, all of which contribute to higher organizational performance.

Employee welfare has also received considerable attention in previous studies. Welfare programs are expected to improve employees' quality of life, increase job satisfaction, and strengthen organizational commitment through financial and non-financial benefits. However, empirical evidence regarding the relationship between employee welfare and employee performance remains inconclusive. While several studies report a positive relationship, others indicate that welfare does not necessarily improve performance, particularly in public sector organizations where remuneration systems are relatively standardized. These inconsistent findings indicate the need for further empirical investigation.

Previous empirical studies have generally examined the influence of individual human resource factors on employee performance in various organizational settings, including private companies, educational institutions, hospitals, and executive government agencies. Nevertheless, studies investigating employee performance within legislative-support organizations remain limited. The Secretariat of DPRD possesses unique organizational characteristics because its employees provide professional support to legislative members rather than delivering direct public services. Consequently, the determinants of employee performance within this institutional context may differ from those identified in previous studies.

Accordingly, this study addresses two important research gaps. First, there is an empirical gap concerning the inconsistent findings related to the influence of employee welfare on employee performance in public organizations. Second, there is a contextual gap because previous studies have rarely investigated employee performance within legislative-support institutions such as the Secretariat of the Regional House of Representatives. Addressing these gaps is expected to enrich the human resource management literature in the public sector.

The novelty of this study lies in the integration of five human resource determinants—human resource quality, employee welfare, work motivation, work discipline,

and work ethics—into a comprehensive research model explaining employee performance within the Secretariat of the Regional House of Representatives of Semarang City. Unlike previous studies that primarily examined these variables separately or in different organizational contexts, this study provides empirical evidence from a legislative-support institution while simultaneously evaluating the relative contribution of each determinant to employee performance.

Therefore, the objective of this study is to examine the effects of human resource quality, employee welfare, work motivation, work discipline, and work ethics on employee performance at the Secretariat of the Regional House of Representatives of Semarang City. The findings are expected to contribute theoretically to the development of human resource management literature in the public sector and practically to assist policymakers in designing effective human resource strategies for improving organizational performance..

2. Literature Review

2.1 Employee Performance

Employee performance is one of the primary indicators used to evaluate organizational success in achieving predetermined goals. In the public sector, employee performance reflects the effectiveness of government institutions in delivering accountable, transparent, and high-quality public services. Performance is generally defined as the level of achievement attained by employees in carrying out their duties and responsibilities according to organizational standards (Mangkunegara, 2017). Likewise, Hasibuan (2020) explains that employee performance is the result of work achieved by an individual based on competence, experience, seriousness, and responsibility.

Performance in government organizations is not merely measured by productivity but also by employees' ability to provide responsive, efficient, and citizen-oriented services. According to Robbins and Judge (2023), employee performance is influenced by individual competencies, organizational support, motivation, and work environment. Therefore, improving employee performance requires comprehensive human resource management policies involving competency development, welfare improvement, motivation enhancement, discipline enforcement, and the cultivation of ethical work behavior.

In the context of public administration, employee performance is an important determinant of organizational effectiveness because government agencies are expected to create public value through excellent services. Consequently, employee performance serves as the dependent variable in this study.

2.2 Human Resource Quality

Human resources are recognized as strategic assets that determine organizational competitiveness and sustainability. Human resource quality refers to employees' competencies, including knowledge, technical skills, professional attitudes, experience, adaptability, and integrity, which enable them to perform organizational duties effectively and efficiently (Edison, 2016).

According to Robbins and Judge (2023), competent employees possess greater capabilities in solving organizational problems, adapting to technological developments, and achieving organizational objectives. Similarly, Armstrong (2023) emphasizes that competency-based human resource management significantly contributes to improving organizational performance because qualified employees demonstrate better productivity, innovation, and service quality.

Within public organizations, competent employees are expected to support the implementation of good governance by improving accountability, transparency, and

responsiveness. Previous studies consistently demonstrate that human resource quality positively influences employee performance because highly competent employees perform tasks more accurately, efficiently, and professionally.

Therefore, improving education, training, technical competence, and continuous professional development remains a strategic priority for government institutions seeking sustainable organizational performance.

2.3 Employee Welfare

Employee welfare refers to both financial and non-financial benefits provided by organizations to improve employees' quality of life. Welfare encompasses compensation, health protection, career development opportunities, job security, and supportive working conditions (Hasibuan, 2020).

According to Mathis and Jackson (2022), employee welfare contributes to higher job satisfaction, organizational commitment, and employee retention. Welfare programs also reduce work-related stress and improve employees' psychological well-being, which may ultimately enhance organizational productivity.

However, empirical findings concerning the relationship between welfare and employee performance remain inconsistent. Some studies indicate that welfare significantly improves employee performance through increased motivation and commitment. Conversely, several public-sector studies report that welfare has no direct influence because employees tend to prioritize intrinsic factors such as professional recognition, meaningful work, and career advancement.

These inconsistent findings indicate that employee welfare deserves further investigation, particularly within government institutions where remuneration systems are generally regulated by national policies.

2.4 Work Motivation

Motivation represents an internal psychological force that stimulates employees to exert effort toward organizational goals. According to Luthans (2021), work motivation encourages employees to maximize their abilities while maintaining persistence in accomplishing organizational tasks.

Robbins and Judge (2023) explain that motivated employees demonstrate stronger commitment, creativity, initiative, and willingness to exceed performance expectations. Motivation can originate from intrinsic factors, including achievement, responsibility, and self-development, as well as extrinsic factors such as rewards, promotion opportunities, organizational support, and recognition.

In public organizations, work motivation is particularly important because employees are expected to provide public services that require dedication, professionalism, and accountability. Employees with high motivation generally exhibit better performance because they willingly invest greater effort in achieving organizational objectives.

Consequently, organizations should establish reward systems, leadership support, and conducive work environments that encourage employees to maintain high levels of motivation.

2.5 Work Discipline

Work discipline reflects employees' willingness to comply with organizational regulations, operational procedures, attendance requirements, and ethical standards. According to Hasibuan (2019), discipline represents employees' awareness and willingness to obey organizational rules without external coercion.

Effective discipline contributes to organizational efficiency because disciplined employees tend to minimize errors, improve punctuality, maintain service quality, and

accomplish work according to established standards. Hartatik (2018) categorizes discipline into preventive, corrective, progressive, self-discipline, and group discipline, all of which aim to establish orderly organizational behavior.

In government organizations, work discipline becomes increasingly important due to the public accountability associated with administrative services. Employees who consistently demonstrate discipline are more likely to achieve higher performance because organizational activities can be executed systematically and efficiently.

Therefore, strengthening organizational discipline remains an essential strategy for improving government performance.

2.6 Work Ethics

Work ethics refers to values, beliefs, attitudes, and behavioral standards that guide employees in performing organizational responsibilities. According to Sinamo (2018), work ethics reflects employees' commitment toward integrity, professionalism, honesty, responsibility, and continuous improvement.

Strong work ethics encourage employees to prioritize organizational interests over personal interests while maintaining accountability and professionalism. Employees possessing high ethical standards generally demonstrate honesty, dedication, collaboration, and compliance with organizational norms.

Novialdi (2009) further argues that work ethics is influenced by religion, organizational culture, education, social values, and leadership. Consequently, ethical organizational cultures significantly contribute to improving employee behavior and organizational effectiveness.

Within public institutions, work ethics is fundamental for maintaining public trust and ensuring that government services are delivered transparently and fairly.

2.7 Relationship among Variables

Based on human resource management theory and previous empirical studies, employee performance is influenced by multiple organizational and individual factors. Human resource quality equips employees with competencies necessary to complete organizational tasks effectively. Employee welfare provides psychological and financial support that may improve commitment. Work motivation stimulates employees to maximize their efforts toward organizational objectives. Work discipline ensures compliance with organizational standards, while work ethics strengthens professional behavior and organizational integrity.

The integration of these five variables provides a comprehensive framework for explaining employee performance within government organizations. Therefore, this study examines the simultaneous and partial effects of human resource quality, employee welfare, work motivation, work discipline, and work ethics on employee performance at the Secretariat of the Regional House of Representatives (DPRD) of Semarang City.

3. Research Method

This study employed a quantitative research approach to examine the influence of human resource quality, employee welfare, work motivation, work discipline, and work ethics on employee performance at the Secretariat of the Regional House of Representatives (DPRD) of Semarang City. A quantitative approach was considered appropriate because it enables the measurement of relationships among variables using statistical analysis and facilitates objective hypothesis testing.

The research was conducted at the Secretariat of the Regional House of Representatives (DPRD) of Semarang City, Central Java, Indonesia. The organization was

selected as the research setting because it plays a strategic role in providing administrative, financial, and technical support for legislative functions, requiring employees to maintain high standards of professionalism and organizational performance.

The population of this study consisted of all employees working at the Secretariat of DPRD Kota Semarang. Since the number of employees was relatively limited, this study employed a saturated sampling (census) technique, in which all members of the population were included as research respondents. Consequently, the total sample comprised 85 employees, allowing comprehensive representation of the organization.

Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire was developed based on established theories and previous empirical studies. All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The operational definitions of the research variables are presented in Table 1.

Table 1. Operational Definition of Variables

Variable	Indicators	References
Human Resource Quality (X1)	Knowledge, skills, ability, work experience, professionalism	Edison (2016); Armstrong (2023)
Employee Welfare (X2)	Salary, incentives, allowances, health insurance, work facilities	Hasibuan (2020); Mathis & Jackson (2022)
Work Motivation (X3)	Achievement, recognition, responsibility, self-development	Luthans (2021); Robbins & Judge (2023)
Work Discipline (X4)	Attendance, punctuality, compliance with regulations, responsibility	Hasibuan (2019); Hartatik (2018)
Work Ethics (X5)	Integrity, honesty, professionalism, responsibility, commitment	Sinamo (2018); Novialdi (2009)
Employee Performance (Y)	Quality, quantity, timeliness, effectiveness, independence	Mangkunegara (2017); Robbins & Judge (2023)

Before hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure measurement accuracy and consistency. Item validity was assessed using Pearson Product Moment correlation, while reliability was examined using Cronbach's Alpha coefficient. An instrument was considered reliable when the Cronbach's Alpha value exceeded 0.70.

Furthermore, classical assumption tests were conducted prior to multiple regression analysis. These included tests of normality, multicollinearity, and heteroscedasticity to ensure that the regression model satisfied the assumptions required for unbiased parameter estimation.

The hypotheses were tested using multiple linear regression analysis with the following regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

where:

Y = Employee Performance

α = Constant

β_1 – β_5 = Regression coefficients

X_1 = Human Resource Quality

X_2 = Employee Welfare

X_3 = Work Motivation

X_4 = Work Discipline

X_5 = Work Ethics

ε = Error term

Hypothesis testing was performed using the **t-test** to examine the partial effect of each independent variable on employee performance and the **F-test** to evaluate the simultaneous effect of all independent variables. The coefficient of determination (R^2) was calculated to measure the proportion of variance in employee performance explained by the independent variables. All statistical analyses were conducted using **IBM SPSS Statistics version 26**, with a significance level of **5% ($\alpha = 0.05$)**.

4. Results and Discussion

4.1 Respondent Characteristics

A total of 85 questionnaires were distributed to employees of the Secretariat of the Regional House of Representatives (DPRD) of Semarang City, and all questionnaires were returned and considered valid for analysis, resulting in a response rate of 100%. The respondents consisted of employees from various divisions, representing administrative, financial, legislative support, and general affairs units. This distribution provides a comprehensive representation of the organizational characteristics and supports the validity of the research findings.

4.2 Instrument Testing

Validity Test

The validity test indicated that all questionnaire items had corrected item-total correlation coefficients exceeding the critical value of 0.30. Therefore, all measurement items were declared valid and suitable for measuring the respective research variables.

Reliability Test

The reliability analysis showed that all variables achieved Cronbach's Alpha values greater than 0.70, indicating satisfactory internal consistency. Consequently, the research instrument was considered reliable for hypothesis testing.

4.3 Classical Assumption Tests

Prior to regression analysis, classical assumption tests were performed. The normality test indicated that the residuals were normally distributed, as evidenced by the normal probability plot and the Kolmogorov–Smirnov significance value greater than 0.05. The multicollinearity test showed that all tolerance values exceeded 0.10 and all Variance Inflation Factor (VIF) values were below 10, indicating that multicollinearity was not present among the independent variables. Furthermore, the heteroscedasticity test demonstrated that the significance values of all independent variables were greater than 0.05, suggesting that heteroscedasticity was not detected. These results confirm that the regression model satisfies the classical assumptions and is appropriate for further analysis.

4.4 Multiple Linear Regression Analysis

The multiple regression analysis produced the following regression equation:

$$Y = 5.953 + 0.307X_1 + 0.059X_2 + 0.248X_3 + 0.207X_4 + 0.250X_5$$

where:

Y = Employee Performance

X_1 = Human Resource Quality

X_2 = Employee Welfare

X_3 = Work Motivation

X_4 = Work Discipline

X_5 = Work Ethics

The regression equation indicates that improvements in Human Resource Quality, Work Motivation, Work Discipline, and Work Ethics are associated with higher Employee Performance. Although Employee Welfare has a positive regression coefficient, its effect is statistically insignificant.

4.5 Hypothesis Testing

Partial Test (t-test)

The t-test results are summarized in Table 2.

Table 2. Results of Hypothesis Testing

Variable	Beta	t-value	Sig.	Decision
Human Resource Quality	0.482	10.552	0.000	Supported
Employee Welfare	0.070	1.554	0.124	Not Supported
Work Motivation	0.213	2.882	0.005	Supported
Work Discipline	0.150	2.045	0.044	Supported
Work Ethics	0.195	2.823	0.006	Supported

The findings indicate that Human Resource Quality, Work Motivation, Work Discipline, and Work Ethics significantly influence Employee Performance. Conversely, Employee Welfare does not significantly affect Employee Performance.

4.6 Simultaneous Test (F-test)

The F-test demonstrates that all independent variables simultaneously have a significant effect on Employee Performance ($p < 0.001$). This finding indicates that the proposed regression model is statistically significant and suitable for explaining employee performance within the Secretariat of DPRD Kota Semarang.

4.7 Coefficient of Determination

The coefficient of determination (R^2) indicates that the five independent variables collectively explain a substantial proportion of the variance in Employee Performance, while the remaining variance is influenced by other factors not included in the present research model.

5. Discussion

5.1 The Effect of Human Resource Quality on Employee Performance

The findings reveal that Human Resource Quality has a positive and significant effect on Employee Performance. This result suggests that employees possessing higher levels of knowledge, skills, professional competence, and work experience are more capable of performing their duties effectively.

The findings support the Resource-Based View (Barney, 1991), which emphasizes that competent human resources constitute strategic organizational assets. Furthermore, the results are consistent with Armstrong (2023), who argues that competency-based human resource management enhances organizational productivity and service quality.

From a practical perspective, the Secretariat of DPRD Kota Semarang should continuously improve employee competencies through education, professional training, and technical capacity-building programs.

5.2 The Effect of Employee Welfare on Employee Performance

Employee Welfare does not significantly influence Employee Performance. Although welfare contributes positively to employees' well-being, it does not directly improve work performance in the organizational context examined.

This finding indicates that employees working in government institutions may prioritize intrinsic factors, including professional responsibility, organizational commitment, and public service values, over financial benefits.

The result supports previous studies reporting that standardized remuneration systems within public organizations may reduce the direct motivational impact of welfare programs.

5.3 The Effect of Work Motivation on Employee Performance

Work Motivation positively and significantly affects Employee Performance. Employees demonstrating higher motivation exhibit stronger commitment, greater initiative, and higher productivity.

The findings are consistent with Self-Determination Theory (Deci & Ryan, 2000), which explains that motivated individuals tend to perform beyond minimum organizational expectations.

Therefore, organizational leaders should strengthen employee motivation through recognition, career development, and supportive leadership.

5.4 The Effect of Work Discipline on Employee Performance

Work Discipline significantly improves Employee Performance. Employees who consistently comply with organizational regulations demonstrate greater responsibility, punctuality, and operational efficiency.

The findings support Hasibuan (2019), who emphasizes that organizational discipline contributes directly to improved employee productivity and service quality.

For public institutions, maintaining work discipline is essential for ensuring accountability and organizational effectiveness.

5.5 The Effect of Work Ethics on Employee Performance

Work Ethics has a positive and significant effect on Employee Performance. Employees demonstrating integrity, professionalism, honesty, and responsibility consistently achieve higher performance levels.

This finding confirms Sinamo's (2018) argument that work ethics encourages responsible behavior and strengthens organizational commitment.

Within government organizations, strengthening ethical culture is essential for maintaining public trust and improving institutional credibility.

5.6 Overall Discussion

Overall, the findings demonstrate that Human Resource Quality is the most influential determinant of Employee Performance, followed by Work Motivation, Work Ethics, and Work Discipline. In contrast, Employee Welfare does not significantly influence performance within the Secretariat of DPRD Kota Semarang.

These results imply that improving employee competencies and strengthening intrinsic organizational factors are more effective strategies than relying solely on welfare enhancement. Consequently, public organizations should prioritize competency development, motivational programs, ethical leadership, and disciplinary management to achieve sustainable improvements in employee performance.

6. Conclusion

This study examined the effects of Human Resource Quality, Employee Welfare, Work Motivation, Work Discipline, and Work Ethics on Employee Performance at the Secretariat of the Regional House of Representatives (DPRD) of Semarang City. The findings demonstrate that Human Resource Quality, Work Motivation, Work Discipline, and Work Ethics have positive and significant effects on Employee Performance. Among these variables, Human Resource Quality emerged as the strongest predictor, indicating that

employees' competencies, knowledge, skills, and professional capabilities are the most critical determinants of organizational performance.

In contrast, Employee Welfare does not have a statistically significant effect on Employee Performance. This finding suggests that, within the context of the Secretariat of DPRD Kota Semarang, financial and welfare-related benefits alone are insufficient to enhance employee performance. Instead, intrinsic factors such as professional competence, organizational commitment, motivation, discipline, and ethical behavior appear to play more substantial roles in shaping employees' work outcomes.

Furthermore, the simultaneous test confirms that the five independent variables collectively have a significant influence on Employee Performance. These findings indicate that employee performance should be improved through an integrated human resource management strategy rather than focusing on a single organizational factor.

From a theoretical perspective, this study contributes to the human resource management literature by providing empirical evidence from a legislative-support institution, a research setting that has received limited attention in previous studies. The integration of Human Resource Quality, Employee Welfare, Work Motivation, Work Discipline, and Work Ethics into a single analytical framework provides a more comprehensive understanding of the determinants of employee performance in the public sector.

Practically, the findings suggest that the Secretariat of the Regional House of Representatives of Semarang City should prioritize competency development through continuous education and professional training, strengthen employee motivation through fair recognition and career development, reinforce work discipline through consistent implementation of organizational regulations, and cultivate a strong ethical work culture based on integrity, accountability, and professionalism. These initiatives are expected to improve employee performance and support the delivery of high-quality public services.

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