

The Influence of Motivation and Organizational Commitment on the Work Ethic of Civil Servants at the Sambas Regency Education and Culture Office

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Abstract

The purpose of this study was to determine the effect of motivation and organizational commitment on the work ethic of civil servants in the Sambas Regency Education and Culture Office. This study used an associative research method. The sample in this study was all Civil Servants of the Sambas Regency Education and Culture Office, total 57 Civil Servants and excluding the Head of the Office. The results of this study indicate that the Partial Test Results (T-Test) with t-values on the Motivation variable (X1) of $2.854 > t \text{ table } 2.042$ so that H_0 is rejected and H_a is accepted, it can be concluded that Motivation (X1) partially has a significant effect on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office and the t-value on the Organizational Commitment variable (X2) of $0.158 < t \text{ table } 2.042$ so that H_0 is accepted and H_a is rejected, it can be concluded that Organizational Commitment (X2) partially does not have a significant effect on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office.

Keywords: Motivation, Work Ethic, Organization

Introduction

Every organization is required to be able to manage and optimize its human resources. Human resource management cannot be separated from the employee factor who is expected to perform as well as possible in order to achieve organizational goals. Seeing how important employees are to the organization, more serious attention is needed to the tasks carried out by employees so that organizational goals can be achieved (Sims, 2002; Tsui et al., 1997; Ghani et al., 2022). According to Busro (2018): "Human resources are a determining factor in the success or failure of an organization in achieving its goals. Human resources are a strategic factor in all institutional/organizational activities".

One way to get human resources to work optimally is to provide encouragement in the form of motivation. According to Robbins (2006) in Priansa (2018) states that: "Motivation is a process that shows individual intensity, direction, and persistence of efforts towards achieving goals".

Quality human resources should have organizational commitment within themselves (Ridwan et al., 2020). According to Yusuf & Syarif (2017): "Organizational commitment is an attitude of employee loyalty to the organization, by remaining in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason".

Work ethic can also be defined as a set of positive behaviors rooted in fundamental beliefs and total commitment to an integral work paradigm. According to Priansa (2018): "Organizations that succeed in building a high employee work ethic are organizations that succeed in utilizing human resources effectively". The Sambas Regency Education and Culture Office is located at Jalan Pembangunan No. 35, Dalam Kaum, Kec. Sambas, Sambas Regency, West Kalimantan 79462. In carrying out its duties, the Sambas Regency Education and Culture Office is led by

a Head of Office who has the task of leading, coordinating, organizing, and evaluating activities, based on the Regent's policies and applicable laws and regulations. The Sambas Regency Education and Culture Office based on Regent Regulation Number 39 of (2016) Concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Sambas Regency Education and Culture Office.

According to Sambas Regent Regulation Number 39 of 2016, in carrying out its duties, the Sambas Regency Education and Culture Office has the following functional arrangements; (1) Formulating policies in the field of education and culture; (2) Implementing policies in the field of education and culture; (3) Coordinating and providing technical guidance in the field of education and culture. (4) Organizing government affairs in the field of education and culture in accordance with laws and regulations; (5) Implementing evaluations and reporting in the field of education and culture; (6) Implementing the administration of the education and culture office; (7) Implementing other tasks assigned by the regent in accordance with his duties and functions. The number of employees in the Sambas Regency Education and Culture Office based on work units can be seen in Table 1 as follows:

Table 1. Sambas Regency Education and Culture Office Number of Employees by Section in 2024

No	Part	Civil servant	Non civil servant	Total
1	Head of Service	1		1
2	Secretariat	13		13
3	General Affairs and Personnel Sub-Section	6	11	17
4	Finance and Asset Sub-Section	9	1	10
5	Program Preparation Sub-Section	1	4	5
6	PAUD Development Sub-Section and	5	4	9
7	Non-Formal Education Sub-Section	5	6	11
8	SD Development Sub-Section	5	4	9
9	SMP Development Sub-Section	4	3	7
10	Culture Sub-Section	9	3	12
11	Manpower Development Sub-Section		2	2
12	Security		2	2
Total		58	40	98

Source: Sambas Regency Education and Culture Office, 2024

Table 1 shows that the number of employees in the Sambas Regency Education and Culture Office is 98 employees, consisting of 58 civil servants and 40 non-civil servants. Most civil servants work in the Secretariat Section as much as 22.41% while most non-civil servant employees work in the General and Personnel Section as much as 30.55%.

The Sambas Regency Education and Culture Office uses a fingerprint attendance system every Monday - Friday as much as 2 (two) times a day, namely when entering work at 07.15 WIB, and going home at 15.30 WIB.

According to Hasibuan (2020, p. 51): "Attendance is a list of employee absence administration". Absences also describe the level of employee work discipline in an agency, because if employees are absent, it can interfere with work that has been targeted for

completion. Based on Table 2, the level of absence of employees at the Sambas Regency Education and Culture Office from 2021-2023 can be seen below:

Table 2. Civil Servant Absentee Rate 2021-2023

Year	Working days	Number of employees	HK x JP	Absence			Number of Absentee	Absenteeism Rate (%)
				Sick	Permission	Alpha		
2021	240	61	14.640	87	309	44	440	3,00
2022	243	61	14.823	59	290	32	381	2,57
2023	237	58	13.746	79	293	29	401	2,92

According to Sopiah (2008) in Priansa (2018): "Employees with low commitment will have an impact on turnover, high absenteeism, increased work delays and less intensity to stay as employees in the organization, low quality of work and lack of loyalty to the organization".

According to Yousef (2000) in Istijanto (2005): Work ethic is a concept that views devotion or dedication to work as a very valuable value. Employees who have a high work ethic are reflected in their behavior, such as liking to work hard, being fair, not wasting time during working hours, wanting to give more than what is required, being willing to work together, and respecting coworkers.

Based on Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline, it revokes Government Regulation Number 30 of 1980 concerning Civil Servant Discipline Regulations. Government Regulation Number 53 of 2010 regulates provisions regarding Obligations, Prohibitions, Disciplinary penalties, Officials authorized to punish, Imposition of disciplinary penalties, and the validity of disciplinary legal decisions. The regulation also explicitly states the types of disciplinary penalties that can be imposed for a disciplinary violation.

The relationship between Work Discipline and Work Motivation is stated in Ulia et al. (2024) it is known that there is a positive and significant relationship between motivation and employee work discipline. This means that the higher the employee's work motivation, the higher the work discipline, conversely if motivation is low, work discipline will also be low.

The relationship between Work Discipline and Organizational Commitment is stated in Mangkunegara & Octorend (2015) it is known that there is a positive and significant relationship between organizational commitment and work discipline in employees.

The relationship between Work Discipline and Work Ethic is stated in Rahmadewi et al. (2024) it is known that there is a positive and significant relationship between work ethic and work discipline in employees.

Table 4. Average Value of Civil Servant Work Performance in 2021

No	Year	Average Civil Servant Work Performance Score	Criteria
1	2021	90,40	Good

Based on Table 4, the average value of civil servant work performance in 2021 was 90.40. According to Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Civil Servant Performance Assessment as follows: In 2022 and 2023, performance assessments use the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning the management of civil servant performance. The work performance values of all civil servants in the Sambas Regency Education and Culture Office in 2022 and 2023 are all included in the good category. The following can be seen in Table 1.5 as follows:

Table 5. Number of Civil Servants Based on Work Performance Predicate 2022-2023

Year	Number of Employees	Work Performance Predicate
2022	61	Good
2023	58	Good

According to Kreitner and Kinicki (2001) in Wibowo (2016): "Motivation can certainly affect performance, although it is not the only factor that shapes performance". According to Edison et al. (2016): "Leaders need to stimulate their members to be able to have a strong commitment to the organization where they are, so that they produce better performance for the progress of the organization itself".

Timbuleng & Sumarauw's (2015) research shows that work ethic, work discipline and organizational commitment simultaneously have a positive effect on employee performance.

Based on the researcher's interview with the Head of the General and Personnel Sub-Division of the Sambas Regency Education and Culture Office, he said that the problems that often occur are due to the large number of employees who do not come in on time after break time and because many employees feel that their work is not too busy, employees are not on standby in the office during working hours

Methods

This research is included in the associative research type. This study aims to determine the relationship between motivation, organizational commitment and work ethic. Primary data is data collected by the researcher directly from the first source or the place where the research object is carried out. Primary data in this study include interviews, questionnaires. Secondary data in this study include the number of employees, the number of absences, the number of sanctions and the work performance value of Civil Servants of the Sambas Regency Education and Culture Office. The population in this study were Civil Servants of the Sambas Regency Education and Culture Office in 2024 totaling 57 Civil Servants excluding the Head of Service. The sample in this study was all Civil Servants of the Sambas Regency Education and Culture Office totaling 57 Civil Servants and excluding the Head of Service. The measurement scale in this study used the Likert scale. Data Analysis Techniques in this study used instrument tests, Validity Tests, Reliability Tests, Normality Tests, Linearity Tests, Multicollinearity Tests, and Partial Tests (t-Tests).

Results and Discussion

Validity Test

The results of the validity test of the questions that can be seen from the questionnaire in the Motivation variable (X1) can be seen in Table 6 as follows:

Table 6. Validity Test of the Motivation Variable Instrument (X1)

Question	r Result		Information
	R count	R table (5%)	
X1.1	0,400	0,2609	Valid
X1.2	0,608	0,2609	Valid
X1.3	0,454	0,2609	Valid
X1.4	0,408	0,2609	Valid
X1.5	0,549	0,2609	Valid
X1.6	0,586	0,2609	Valid
X1.7	0,463	0,2609	Valid
X1.8	0,596	0,2609	Valid

X1.9	0,604	0,2609	Valid
X1.10	0,545	0,2609	Valid
X1.11	0,481	0,2609	Valid
X1.12	0,524	0,2609	Valid
X1.13	0,653	0,2609	Valid
X1.14	0,570	0,2609	Valid

Source: Research Processed Data, 2024

From Table 6, it can be seen from the 14 questions asked to respondents, it can be concluded that all 14 questions in the Motivation variable (X1) are declared valid because the calculated r value is greater than the r table. The results of the validity test of the questions obtained from the questionnaire in the Organizational Commitment Variable (X2) can be seen in Table 7 as follows:

Table 7. Validity Test of Organizational Commitment Variable Instrument (X2)

Question	r Result		Information
	R count	R table (5%)	
X2.1	0,410	0,2609	Valid
X2.2	0,615	0,2609	Valid
X2.3	0,540	0,2609	Valid
X2.4	0,474	0,2609	Valid
X2.5	0,625	0,2609	Valid
X2.6	0,657	0,2609	Valid
X2.7	0,373	0,2609	Valid
X2.8	0,564	0,2609	Valid
X2.9	0,554	0,2609	Valid
X2.10	0,484	0,2609	Valid

Source: Research Processed Data, 2024

From Table 7, it can be concluded that question 10 in the Organizational Commitment variable (X2) is declared valid because the calculated r value is greater than the r table.

The results of the validity test of the questions obtained from the questionnaire in the Work Ethic Variable (Y) can be seen in Table 8 as follows:

Table 8. Validity Test of Work Ethic Variable Instrument (Y)

Question	r Result		Information
	R count	R table (5%)	
Y1	0,685	0,2609	Valid
Y2	0,717	0,2609	Valid
Y3	0,582	0,2609	Valid
Y4	0,630	0,2609	Valid
Y5	0,619	0,2609	Valid
Y6	0,830	0,2609	Valid
Y7	0,528	0,2609	Valid
Y8	0,522	0,2609	Valid
Y9	0,583	0,2609	Valid
Y10	0,585	0,2609	Valid

Y11	0,617	0,2609	Valid
Y12	0,682	0,2609	Valid
Y13	0,730	0,2609	Valid
Y14	0,719	0,2609	Valid
Y15	0,530	0,2609	Valid
Y16	0,828	0,2609	Valid
Y17	0,622	0,2609	Valid
Y18	0,883	0,2609	Valid
Y19	0,485	0,2609	Valid
Y20	0,417	0,2609	Valid
Y21	0,782	0,2609	Valid
Y22	0,530	0,2609	Valid
Y23	0,419	0,2609	Valid
Y24	0,430	0,2609	Valid
Y25	0,628	0,2609	Valid

Source: Research Processed Data, 2024

From Table 8, it can be seen from the 25 questions asked to respondents, it can be concluded that all questions in the Work Ethic Variable (Y) are declared valid because the calculated r is greater than the table r .

Reliability Test

The results of the reliability test of the Motivation Variable (X1), Organizational Commitment (X2) and Work Ethic (Y) instruments can be seen in Table 9 as follows:

Table 9. Reliability Test

Research Variables	Cronbach's Alpha	N of Item
Motivation (X1)	0,805	14
Organizational Commitment (X2)	0,719	10
Work Ethic (Y)	0,940	25

Source: Research Processed Data, 2024

In Table 9, it is known that the Cronbach's alpha value on the Motivation Variable (X1) is 0.805, Organizational Commitment (X2) is 0.719 and Work Ethic (Y) is 0.940. Thus, it can be concluded that the questionnaire is reliable because the Cronbach's alpha value is greater than 0.60.

Classical Assumption Test

Normality Test

The results of the normality test can be seen in Table 10 as follows.:

Table 10. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		57
Normal Parameters ^{a,b}	Mean	.0000000

	Std. Deviation	7.43122897
Most Extreme Differences	Absolute	.102
	Positive	.089
	Negative	-.102
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Research Processed Data, 2024

From Table 10, it can be seen that the results of the Normality test state the Asymp. Sig. (2-tailed) value of $0.200 > 0.050$. Based on these results, it can be stated that the data used in this study is normally distributed.

Linearity Test

To find out the results of the Linearity Test of the Work Stress Variables (X1) and Turnover Intention (Y) in this study, see Table 11 below.:

Table 11. Results of Linearity Test of Motivation (X1) and Work Ethic (Y)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Work Ethic * Motivation	Between Groups	(Combined)	1223.859	14	87.418	1.370	.210
		Linearity	801.059	1	801.059	12.556	.001
		Deviation from Linearity	422.800	13	32.523	.510	.906
	Within Groups		2679.650	42	63.801		
	Total		3903.509	56			

Source: Research Processed Data, 2024

From Table 11 above, it can be concluded that there is a significant linear relationship between the Motivation (X1) and Work Ethic (Y) variables because the sig Deviation From Linearity value is $0.906 > 0.05$. The results of the linearity test of the Organizational Commitment variable (X2) with the Work Ethic (Y) variable can be seen in Table 12 as follows:

Table 12. Results of the Linearity Test of Organizational Commitment (X2) and Work Ethic (Y)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Work Ethic * Organizational Commitment	Between Groups	(Combined)	1108.575	10	110.858	1.825	.083
		Linearity	806.114	1	806.114	13.267	.001
		Deviation from Linearity	302.461	9	33.607	.553	.828
	Within Groups		2794.933	46	60.759		
	Total		3903.509	56			

Source: Research Processed Data, 2024

From table 12 above, it can be concluded that there is no linear relationship between the Organizational Commitment Variable (X2) and Work Ethic (Y) because the sig value of Deviation From Linearity is $0.828 > 0.05$.

Multicollinearity Test

The results of the multicollinearity test can be seen in table 13 as follows.:

Table 13. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.481	2.248		7.728	.000		
	X1	-.763	.267	-.438	-2.854	.006	.624	1.602
	X2	.054	.340	.024	.158	.875	.624	1.602
a. Dependent Variable: Y								

Source: Research Processed Data, 2024

From Table 13 above, it can be concluded that there are no symptoms of multicollinearity in the Work Ethic variable (Y) towards the Motivation variable (X1) and the Organizational Commitment variable (X2), because the Tolerance value = 0.624 is greater than 0.10 and the VIF value = 1.602 is less than 10.00.

Multiple Linear Regression Analysis

The results of the Multiple Linear Regression Analysis can be seen in Table 14 as follows:

Table 14. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.481	2.248		7.728	.000
	X1	-.763	.267	-.438	-2.854	.006
	X2	.054	.340	.024	.158	.875
a. Dependent Variable: Y						

Source: Research Processed Data, 2024

Based on the results of the multiple linear regression analysis in Table 14 above, the multiple linear regression equation can be written as follows:

$$Y = 5,481 - 0,763X1 + 0,054X2$$

The value of $a = 5.481$ means that if the value of Motivation (X1) and Organizational Commitment (X2) is 0, then the value of Work Ethic (Y) is 5.481.

While the multiple linear regression coefficient of the Motivation Variable (X1) is 0.763, meaning that if the Motivation variable (X1) increases by 1 (unit), then the Work Ethic value (Y) will increase by 0.763 units.

The multiple linear regression coefficient value of the Organizational Commitment variable (X2) is 0.054, meaning that if the Organizational Commitment variable (X2) increases by 1 (unit), then the Work Ethic value (Y) will increase by 0.054 units.

Multiple Correlation Coefficient Analysis (R)

The results of the data processing of the Multiple Correlation Coefficient Analysis (R) can be seen in Table 15 as follows.:

Table 15. Results of Multiple Correlation Coefficient Analysis (R)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.594	.178	7.56759
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Source: Research Processed Data, 2024

The results of the data analysis in table 15 above show that the magnitude of the relationship between Motivation (X1) and Organizational Commitment (X2) on Work Ethic (Y) calculated with a correlation coefficient of 0.676 means that there is a strong relationship with a correlation value of 0.60-0.80. This means that the relationship between Motivation (X1) and Organizational Commitment (X2) on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office is categorized as strong.

Determination Coefficient Analysis

Based on table 15, it is known that the determination coefficient value or R Square is 0.594 or equal to 59.40%. This means that the influence of Motivation (X1) and Organizational Commitment (X2) on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office is 59.40% and the remaining 40.60% is influenced by other variables outside this study.

Simultaneous Test (F Test)

To find out the results of the Simultaneous Test (F Test) in this study, see Table 4.16 below.:

Table 16. Simultaneous Test Results (F Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	811.012	2	405.506	7.081	.002 ^b
	Residual	3092.497	54	57.268		
	Total	3903.509	56			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Research Processed Data, 2024

Based on Table 16, the calculated F value is $7.081 > F$ Table 3.33, so it can be concluded that H_0 is rejected and H_a is accepted, which means that there is a simultaneous influence of Motivation (X1) and Organizational Commitment (X2) on Work Ethic (Y)..

Partial Test (T Test)

The results of the processed Partial Test data (T-Test) can be seen in Table 17 as follows.:

Table 17. Partial Test Results (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.481	2.248		7.728	.000
	X1	-.763	.267	-.438	-2.854	.006
	X2	.054	.340	.024	.158	.875
a. Dependent Variable: Y						

Source: Research Processed Data, 2024

Based on Table 17 above, the influence of each variable Motivation (X1) and Organizational Commitment (X2) on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office is as follows:

It is known that the t-value of the Motivation variable (X1) is $2.854 > t_{table} 2.042$ so that H_0 is rejected and H_a is accepted, it can be concluded that Motivation (X1) partially has a significant effect on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office.

It is known that the t-value of the Organizational Commitment variable (X2) is $0.158 < t_{table} 2.042$ so that H_0 is accepted and H_a is rejected, it can be concluded that Organizational Commitment (X2) partially does not have a significant effect on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office.

Conclusion

Based on the analysis of the research data, the following conclusions can be drawn: The characteristics of the respondents in this study were mostly male, aged 30-39 years, high school graduates, had a work period of 1-5 years, and were married. The Multiple Linear Regression Equation obtained $Y = 5.481 - 0.763X_1 + 0.054X_2$ which means that if the Motivation Variable (X1) is 0.763, it means that if the Motivation variable (X1) increases by 1 (unit), then the Work Ethic value (Y) will increase by 0.763 units and if the Organizational Commitment variable (X2) is 0.054, it means that if the Organizational Commitment variable (X2) increases by 1 (unit), then the Work Ethic value (Y) will increase by 0.054 units. The results of the Correlation Coefficient obtained between Motivation (X1) and Organizational Commitment (X2) on Work Ethic (Y) calculated with a correlation coefficient of 0.676 means that there is a strong relationship, namely with a correlation value ranging from 0.60 to 0.80. This means that the relationship between Motivation (X1) and Organizational Commitment (X2) on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office is categorized as strong. The Determination Coefficient (R^2) or R Square is 0.594 or equal to 59.40%. This means that the influence of Motivation (X1) Organizational Commitment (X2) on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office is 59.40% and the remaining 40.60% is influenced by other variables outside this study. Simultaneous Test Results (F Test) with a calculated F value of $7.081 > F_{Table} 3.33$ so it can be concluded that H_0 is rejected and H_a is accepted which means there is an influence of Motivation (X1) and Organizational Commitment (X2) simultaneously on Work Ethic (Y). Partial Test Results (T Test) with calculated t values on the Motivation variable (X1) of $2.854 > t_{table} 2.042$ so H_0 is rejected and H_a is accepted, it can be concluded that Motivation (X1) partially has a significant effect on the Work Ethic (Y) of Civil Servants

at the Sambas Regency Education and Culture Office and the calculated t value on the Organizational Commitment variable (X2) of $0.158 < t \text{ table } 2.042$ so H_0 is accepted and H_a is rejected, it can be concluded that Organizational Commitment (X2) partially does not have a significant effect on the Work Ethic (Y) of Civil Servants at the Sambas Regency Education and Culture Office.

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