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The Influence of Work Ethic and Work Discipline on the Work Effectiveness of ASN Employees of the Ministry of Defense as Military Reserves at the Headquarters of the Special Forces Command

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Abstract: This study aims to analyze and understand in depth the influence of work ethic on employee performance, the influence of work discipline on work effectiveness, and the simultaneous influence of work ethic and work discipline on work effectiveness among ASN employees of the Ministry of Defense assigned as Military Reserves at the Special Forces Command Headquarters. The focus of this research is important considering the demands of professionalism and task accuracy in the defense environment that requires a high level of ethic and discipline. The type of research used is quantitative research, namely research that relies on data in the form of numbers as the basis for statistical analysis. However, this study also utilizes qualitative data as support, in the form of statements, words, or sentences obtained from questionnaires, consultation results, and interviews with related informants. The population in this study amounted to 130 ASN employees, and based on the sampling technique, the researcher used 98 respondents as a sample considered representative to describe field conditions. For hypothesis testing, this study uses the Structural Equation Modeling–Partial Least Square (SEM-PLS) application tool Version 4.0, which is capable of testing relationships between variables comprehensively. The test results show that work ethic (X1) and work discipline (X2) have a positive and significant influence on work effectiveness (Y) partially. In addition, the results of the determination coefficient test (R-Square) of 0.434 or 43.4% indicate that work effectiveness can be explained by these two variables, while the remaining 56.6% is influenced by other factors not included in the scope of the study.

Keyword: Work Ethic, Work Discipline, Work Effectiveness, ASN Employees, Ministry of Defense, Special Forces Command Headquarters.

INTRODUCTION

Human resources (HR) are a strategic asset that determines the success of an organization, particularly in national defense institutions that demand high performance,

discipline, and full dedication. At the Ministry of Defense of the Republic of Indonesia (Kemhan RI), the role of State Civil Apparatus (ASN) is crucial in supporting defense functions through administrative services, logistics, and strategic planning. Kemhan ASN not only performs bureaucratic functions but also contributes directly to the preparedness and effectiveness of national defense operations. Therefore, the effectiveness of ASN work is an important indicator in reflecting the professionalism and overall institutional performance (Siagian, 2017).

Work effectiveness refers to an employee's ability to complete tasks timely, efficiently, and in accordance with established performance standards. Gibson et al. (2018) state that work effectiveness is achieved when individuals are able to optimally utilize resources to produce maximum output. In the context of the Special Forces Command Headquarters (Mako Kopassus), the work effectiveness of ASN has a strategic dimension because it directly affects the smoothness of administrative, logistical, and technical support for operational units. Ineffective ASN performance has the potential to hamper the implementation of core defense duties and functions.

One of the main factors influencing work effectiveness is work ethic. Work ethic is understood as a set of values, attitudes, and work spirit that reflect an individual's moral commitment, responsibility, and sincerity in working (Sinamo, 2011). Civil servants with a strong work ethic tend to demonstrate professionalism, integrity, and loyalty to the organization, thus producing optimal performance (Robbins & Judge, 2018). However, various challenges such as monotonous work routines, reward systems that are not fully performance-based, and limited competency development can reduce the work ethic of civil servants and impact work effectiveness (Hasibuan, 2019).

In addition to work ethic, work discipline is also a fundamental factor in determining the effectiveness of civil servants, particularly in a military-style environment. Discipline encompasses compliance with regulations, punctuality, consistent task execution, and responsibility for work assignments (Hasibuan, 2019). At Mako Kopassus, discipline is not only an organizational norm but also the foundation of operational success. Civil servants with high discipline will work in an orderly, accurate, and consistent manner, thus supporting the smooth operation of the work system and the achievement of organizational goals (Rivai, 2018).

However, on-the-ground conditions indicate that civil servants' discipline and work ethic still face various challenges, such as inconsistent attendance, late completion of work, and suboptimal performance monitoring. This situation has the potential to hamper administrative processes and operational support for combat units. Work ethic and discipline are inherently mutually reinforcing, with work ethic serving as the moral foundation that drives discipline, while discipline is the concrete manifestation of work ethic in daily work behavior (Sinamo, 2011).

Various previous studies have shown that work ethic and discipline influence work effectiveness, but the results are still varied and mostly conducted in civilian organizations. Research specifically examining civil servants (ASN) within the Ministry of Defense, particularly the Kopassus Command Headquarters, is still limited. Given the unique characteristics of the work environment, the demands for high preparedness, and the need to adapt to modernization and digitalization of work systems (Gibson et al., 2018), this research is important and relevant. The research results are expected to provide empirical and practical contributions to the development of human resource policies within the Ministry of Defense to continuously improve the effectiveness of ASN work.

Work ethic

Work ethic is a fundamental concept in the study of organizational behavior and human resource management. Sinamo (2011) defines work ethic as a set of moral values and mental attitudes that encourage individuals to work diligently, responsibly, and with a focus on quality

results. This view aligns with Weber's (1958) *The Protestant Work Ethic*, which emphasized that work is viewed as a moral calling that demands discipline, commitment, and integrity. Furthermore, Tasmara (2002) states that work ethic reflects an attitude toward life stemming from beliefs, cultural values, and belief systems, manifested in productive and meaningful work behavior.

From a modern organizational perspective, Robbins and Judge (2019) view work ethic as part of a work attitude that influences the level of individual engagement, commitment, and performance within an organization. Employees with a strong work ethic tend to have a strong achievement orientation, self-discipline, and intrinsic motivation. Meanwhile, Mangkunegara (2020) emphasized that work ethic plays a crucial role in shaping positive work behaviors such as perseverance, creativity, and responsibility, which ultimately impact employee effectiveness. Thus, work ethic is not only individual but also contributes to the achievement of organizational goals.

In the context of the public sector and defense institutions, work ethic has a strategic dimension. Siagian (2017) stated that the work ethic of civil servants (ASN) reflects the level of professionalism and loyalty to the country and the organization. Hasibuan (2019) added that a good work ethic will encourage employees to work beyond minimum standards and prioritize the interests of the organization. In a work environment with military characteristics, such as Mako Kopassus, work ethic serves as a moral foundation that supports preparedness, precision, and accuracy in supporting defense operations. Therefore, work ethic is seen as a crucial factor influencing the effectiveness of civil servants in the Ministry of Defense.

Work Discipline

Work discipline is one of the primary functions in human resource management, acting as a tool for controlling employee behavior. Hasibuan (2019) defines work discipline as an individual's awareness and willingness to comply with all applicable regulations and norms within an organization. This definition emphasizes the aspect of compliance that stems from an employee's internal awareness. Similarly, Rivai (2019) states that work discipline is an attitude of respecting, appreciating, and complying with applicable regulations, both written and unwritten, as well as being willing to accept sanctions for violating them.

From an organizational behavior perspective, Mathis and Jackson (2019) explain that work discipline reflects an employee's level of commitment to the organization and established work standards. Disciplined employees demonstrate consistent behavior, punctuality, and responsibility in carrying out their duties. Meanwhile, Sutrisno (2018) emphasizes that work discipline serves to create order and efficiency in work, so that organizational goals can be optimally achieved. Good discipline also helps minimize work errors and improve the quality of work results.

In government and military organizations, work discipline plays a vital role. Siagian (2017) stated that discipline is a primary prerequisite for creating bureaucratic effectiveness and professionalism in state apparatus. Mangkunegara (2020) added that consistently applied discipline will foster an orderly and responsible work culture. In institutions like the Kopassus Command Headquarters, civil servant discipline not only impacts individual performance but also directly influences the smooth administrative and operational support of combat units. Therefore, work discipline is seen as a dominant factor in improving the effectiveness of civil servants at the Ministry of Defense.

Work Effectiveness

Work effectiveness is a concept that describes the level of success of an individual or organization in achieving predetermined goals. Gibson, Ivancevich, and Donnelly (2018) define work effectiveness as an individual's ability to achieve desired work outcomes by optimally utilizing resources. This perspective emphasizes goal achievement and the quality of work

results. Furthermore, Steers (1977) states that work effectiveness relates to the extent to which work output meets organizational targets, standards, and needs.

From a performance management perspective, Robbins and Judge (2019) explain that work effectiveness is influenced by various factors, such as ability, motivation, work attitude, and the organizational environment. Wibowo (2020) adds that work effectiveness is measured not only by the quantity of results, but also by quality, timeliness, and adherence to work procedures. Therefore, work effectiveness reflects the balance between employee achievement and work processes.

In the context of public and defense organizations, work effectiveness has strategic implications. Siagian (2017) emphasized that civil servant effectiveness is an indicator of the success of bureaucratic reform and government performance accountability. Mangkunegara (2020) stated that high work effectiveness will increase public trust and support the achievement of the organization's strategic goals. For civil servants at the Ministry of Defense at the Kopassus Command Headquarters, work effectiveness impacts not only administrative performance but also the smooth operational support of special forces. Therefore, work effectiveness is significantly influenced by work ethic and work discipline, which are key behavioral factors for employees.

METHOD

Types of research

This study uses a quantitative approach with a causality method (explanatory research) to analyze the influence of work ethic and work discipline on the work effectiveness of ASN employees at the Special Forces Command Headquarters. The quantitative approach was chosen because it allows for objective measurement of relationships between variables using numerical data, as well as statistical hypothesis testing (Creswell, 2014; Sugiyono, 2018). Data analysis was conducted using SmartPLS, which is a Partial Least Square Structural Equation Modeling (PLS-SEM) method.

PLS-SEM allows researchers to simultaneously test conceptual models, evaluate the reliability and validity of indicators, and determine the strength of the relationship paths between variables, even when the sample size is relatively small or the data is not normally distributed (Hair et al., 2019; Henseler et al., 2016). With this approach, the study is expected to provide an in-depth understanding of the influence of work ethic and discipline on the work effectiveness of ASN.

Population and Sample

The study population was all ASN employees at the Special Forces Command Headquarters with a total of $N = 130$ people. Considering the limited population, the study used a census sampling technique, but because some respondents were unavailable, the effective sample analyzed was 98 people. This technique is considered representative because almost all members of the population were involved, so the results of the study can accurately describe the characteristics of the population (Sekaran & Bougie, 2016; Hair et al., 2019).

Method of collecting data

Research data were collected using a structured questionnaire designed based on theoretical indicators for each variable. The questionnaire used a 1–5 Likert scale to assess employee perceptions of work ethic, work discipline, and work effectiveness. The questionnaire method was chosen because it efficiently collected data from all respondents, was easy to analyze quantitatively, and allowed for the measurement of employee attitudes and internal perceptions (Sugiyono, 2018; Creswell, 2014). Furthermore, the questionnaire was equipped with clear instructions to ensure respondents provided consistent and valid answers.

Research Instruments

The research instrument includes three main variables: work ethic (X1), work discipline (X2), and work effectiveness (Y). Each variable is measured using several indicators based on expert theory. Work ethic includes responsibility, commitment, loyalty, professionalism, and integrity (Sinamo, 2011; Robbins & Judge, 2018). Work discipline is measured by compliance with regulations, punctuality, adherence to procedures, consistency, and self-control (Hasibuan, 2019; Rivai, 2018).

Work effectiveness is measured by target achievement, productivity, output quality, work efficiency, and adaptability to task demands (Siagian, 2017; Gibson et al., 2018). The validity and reliability of the indicators are tested through SmartPLS, including Outer Loadings, Composite Reliability, and Average Variance Extracted (AVE), to ensure the instrument is able to measure variables accurately (Hair et al., 2019; Henseler et al., 2016).

Data Analysis Methods

Data analysis was conducted using SmartPLS version 3.3.3 with the PLS-SEM approach. The analysis stages include: (1) testing the measurement model (outer model) to assess convergent validity, discriminant validity, and reliability of indicators; (2) testing the structural model (inner model) to test hypotheses and the strength of paths between variables; and (3) evaluating R-Square, path coefficient, and T-Statistics through bootstrapping 5,000 samples to ensure the significance of the influence of independent variables on the dependent (Hair et al., 2019; Henseler et al., 2016). This method allows researchers to evaluate the simultaneous and partial influence of work ethic and work discipline on the effectiveness of ASN work, while identifying dominant variables that require managerial attention.

RESULTS AND DISCUSSION

Inner Model Evaluation

After assessing the model and finding that each construct meets the criteria of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model, which includes testing model fit, Path Coefficient, and R². Model fit testing is used to determine whether a model fits the existing data.

Fit Model

Model Fit Table		
	Saturated model	Estimated model
NFI	0.681	0.681

Source: Processed Data, 2025

Based on Table 5.10, the Normed Fit Index (NFI) value was recorded at 0.681 or 68.1%, indicating a fairly good level of model fit. This result indicates that the overall research model adequately represents the data, thus making the structure of the relationships between the variables in the study acceptable and suitable for further analysis.

Path Coefficient

Path Coefficient Table	
	Path Coefficient
ETHOS -> EFFECT	0.241
DIS -> EFFECT	0.530

Source: Processed Data, 2025

Based on Table 5.11, it can be seen that the Work Ethic variable has a positive influence on the Work Effectiveness variable, indicating that improving employee work ethic significantly drives increased work effectiveness. Furthermore, the Work Discipline variable has also been shown to have a positive influence on Work Effectiveness, indicating that employee discipline contributes to strengthening performance and productivity in the workplace.

R² (R-Square)

Based on the data processing that has been carried out using smartPLS 4.0, the R-Square value is obtained as follows:

R-Square Table

Variables	R-Square
Employee Satisfaction	0.434

Source: Processed Data, 2025

Based on Table 5.12, the R-Square value is 0.434 or 43.4% of the Work Effectiveness variable is influenced by Work Ethic and Work Discipline, so the R-Square of the Work Effectiveness variable is stated as moderate, while the remaining 56.6% can be explained or influenced by other variables besides Work Ethic and Work Discipline.

Calculate GoF (Goodness of fit)

$$GoF = \sqrt{AVE_{mean} \times R^2}$$

$$\begin{aligned}
 GoF &= \sqrt{0,583 \times 0,434} \\
 &= \sqrt{0,253022} \\
 &= 0.503
 \end{aligned}$$

In this study, the Mean AVE value is 0.583 and the R² value of the endogenous variable is 0.434, so the GoF value is: 0.503. According to Wetzels et al. (2009), the GoF value is classified as small GoF = 0.10, medium GoF = 0.25, large GoF = 0.36. With a GoF value of 0.720, the model in this study is included in the high fit category (good fit). This means that the model used is able to explain the data as a whole very well and is worthy of being used as a basis for drawing research conclusions.

F Square Test

F Square Table

Work Effectiveness (Y)	
ETHOS -> EFFECT	0.089
DIS -> EFFECT	0.429

Source: Processed Data, 2025

Based on the table above, the following conclusions can be drawn: 1)The F-square value of work ethic on work effectiveness is 0.089, which is considered very small. This indicates that although work ethic contributes positively to work effectiveness, its direct influence is relatively lower compared to other factors.

In other words, improving work ethic has a limited impact on work effectiveness, although it remains statistically significant. 2)The F-square value of Work Discipline on Work Effectiveness shows a strong correlation of 0.429. This indicates that work discipline

contributes significantly to work effectiveness. Compliance with regulations, punctuality, and consistent work behavior have been shown to be key factors driving improved performance of ASN employees within the Kopassus Command Headquarters.

Hypothesis Testing

The data processing results can be used to answer the hypothesis in this study by examining t-Statistics and P-Values. The hypothesis is accepted if the P-Value is <0.05. In the smartPLS program, the results of the hypothesis test can be seen through the Path Coefficient Bootstrapping Technique as follows:

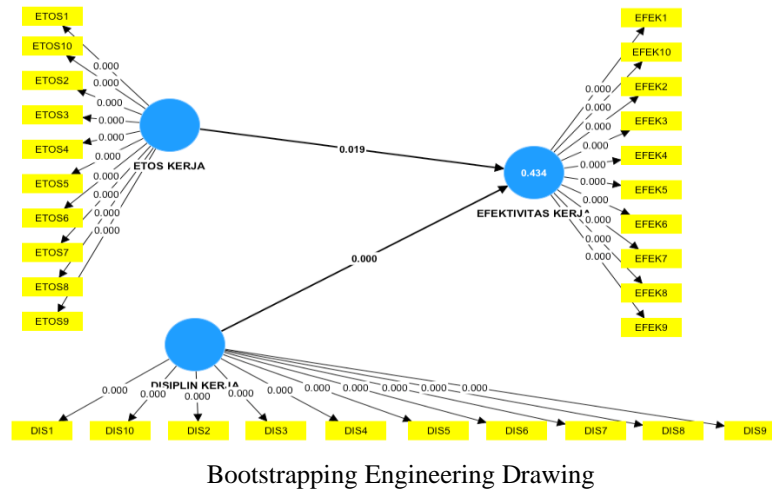


Table of Hypothesis Test Results using the Path Coefficient Bootstrapping Technique

	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics	P value	Information
Work Ethic -> Work Effectiveness	0.241	0.261	0.102	2,363	0.019	Positive and significant
Work discipline -> Work effectiveness	0.530	0.525	0.093	5,684	0.000	Positive and significant

Source: Processed data, 2025

Based on the results of the SEM-PLS analysis, the influence of Work Ethic on Work Effectiveness shows the Original Sample (O) value = 0.241, Sample Mean (M) = 0.261, with Standard Deviation (STDEV) = 0.102, resulting in T Statistics = 2.363 and P value = 0.019, which indicates that the influence of Work Ethic on Work Effectiveness is positive and significant.

Meanwhile, Work Discipline on Work Effectiveness has Original Sample (O) = 0.530, Sample Mean (M) = 0.525, with STDEV = 0.093, resulting in T Statistics = 5.684 and P value = 0.000, which indicates that its influence is also positive and significant, even stronger than

Work Ethic, confirming that work discipline is a major factor in increasing the work effectiveness of ASN employees at Mako Kopassus

Hypothesis Results Table

Hypothesis		Conclusion
Hypothesis 1	There is a positive influence of work ethic on work effectiveness.	Accepted
Hypothesis 2	There is a positive influence of work discipline on work effectiveness.	Accepted
Hypothesis 3	There is a simultaneous influence between work ethic and work discipline on work effectiveness.	Accepted

Based on the results of the analysis, the research hypothesis shows that Work Ethic has a positive influence on Work Effectiveness , so this hypothesis is accepted . Furthermore, Work Discipline also has a positive influence on Work Effectiveness , so this hypothesis is accepted . In addition, simultaneous testing shows that Work Ethic and Work Discipline together have a positive influence on Work Effectiveness , so the simultaneous hypothesis is also accepted , confirming the importance of these two variables in improving the performance of ASN employees in the Special Forces Command Headquarters environment.

The Influence of Work Ethic on Work Effectiveness

The results of the study indicate that work ethic has a positive and significant effect on employee work effectiveness. This finding indicates that the higher the work ethic an employee has, the more effective the employee is in carrying out the duties, responsibilities, and obligations they carry out. Work ethic is reflected in an attitude of integrity, achievement motivation, a sense of responsibility, and commitment to work and the organization. The results of the hypothesis test show a t-statistic value of 2.363 which is greater than the t-table of 1.967, with an influence coefficient of 0.241 and a P-value of 0.019 (<0.05), so the first hypothesis is declared accepted.

The results of this study align with the work ethic theory proposed by Sinamo (2020), which states that work ethic is a set of positive values that encourage individuals to work diligently, responsibly, and with a results-oriented approach. Furthermore, Robbins and Judge (2019) emphasized that individuals with a strong work ethic tend to exhibit productive and effective work behavior due to their emotional attachment to their work. In the context of an organization with unique characteristics such as Mako Kopassus, work ethic is a crucial foundation in supporting the implementation of strategic tasks that demand precision, preparedness, and high professionalism.

This finding aligns with previous research, including research by Pratama (2021) and Sari (2022), which concluded that work ethic has a positive and significant impact on the effectiveness and performance of public sector employees. This research confirms that employees with a strong work ethic have an intrinsic sense of purpose and the ability to perform optimally without constant supervision, thus achieving sustained work effectiveness.

The Influence of Work Discipline on Work Effectiveness

The results of the study indicate that work discipline has a positive and significant effect on employee work effectiveness. This means that the higher the level of employee discipline, the higher the resulting work effectiveness. Work discipline is reflected in compliance with regulations, punctuality, consistency in work, and responsibility for assigned tasks. The results of the hypothesis test show a t-statistic value of 5.684 which is greater than the t-table of 1.967,

with an influence coefficient of 0.530 and a P-value of 0.000 (<0.05), so the second hypothesis is declared accepted.

These results support the work discipline theory proposed by Hasibuan (2021), who states that discipline is key to improving employee effectiveness and efficiency. Disciplined employees will work according to regulations, utilize their time optimally, and minimize errors. This opinion is further supported by Siagian (2020), who asserts that work discipline creates order and certainty in task execution, thereby effectively achieving organizational goals.

The results of this study also align with previous research, such as that by Wahyuni (2020) and Putra (2022), which found that work discipline has a dominant influence on employee effectiveness and performance compared to other work behavior variables. In the context of the Kopassus Command Headquarters, work discipline is a crucial factor because the work environment demands strict adherence to procedures, command structures, and operational standards to maintain organizational effectiveness and the success of defense missions.

The Simultaneous Influence of Work Ethic and Work Discipline on Work Effectiveness

The results of the simultaneous test show an R-Square value of 0.434 or 43.4%, which means that employee work effectiveness can be explained by a combination of work ethic and work discipline variables by 43.4%, while the remainder is influenced by other factors outside the research model. This value indicates that the influence of work ethic and work discipline on work effectiveness is in the moderate category, but has a real and significant contribution.

These findings align with the human resource management theory proposed by Gibson et al. (2018) and Robbins & Coulter (2021), which states that work effectiveness is the result of the interaction between work attitudes, disciplined behavior, and organizational systems. A strong work ethic without strong discipline will not produce optimal effectiveness, and vice versa. Therefore, synergy between work ethic and discipline is a key prerequisite for improving employee effectiveness.

The results of this study also align with previous research, such as that by Hidayat (2021) and Lestari (2023), which concluded that the simultaneous combination of work ethic and discipline significantly impacts work effectiveness compared to the partial influence of each variable. In the context of the Kopassus Command Headquarters, these findings confirm that civil servants with a strong work ethic and high discipline are better able to support organizational preparedness, maintain performance quality, and optimally contribute to the implementation of national defense duties.

CONCLUSION

The results of the study indicate that work ethic has a positive influence on the work effectiveness of ASN employees at Mako Kopassus. Employees with a strong work ethic tend to demonstrate integrity, a sense of responsibility, achievement motivation, and commitment to their duties and the organization. A strong work ethic enables employees to carry out their work with sincerity, focus, and a results-oriented attitude, thus achieving optimal work effectiveness. This finding is in line with the theory that states that work ethic is an internal drive that encourages individuals to work with discipline, professionalism, and productivity, and is supported by previous research in the public sector that emphasizes the importance of work ethic in achieving employee effectiveness.

Work discipline has also been shown to be a crucial factor in improving employee effectiveness. Disciplined employees who carry out their duties by complying with regulations, being punctual, consistent, and responsible tend to work more regularly and efficiently. Work discipline creates order and certainty in task execution, thereby effectively achieving organizational goals. These findings support the theory that emphasizes discipline as the key to work effectiveness and behavioral consistency, and are in line with previous research showing

that discipline is a dominant factor in improving employee performance, particularly in environments with strict procedures and high work demands such as Mako Kopassus.

Simultaneous testing shows that work ethic and discipline complement each other in shaping employee effectiveness. Work effectiveness is not influenced by just one factor, but rather the result of a synergy between a strong work attitude and strong discipline. Employees with a strong combination of work ethic and discipline are able to support organizational preparedness, maintain performance quality, and contribute optimally to the implementation of strategic tasks. This finding confirms that the simultaneous development of these two aspects is key to achieving employee effectiveness at the Kopassus Headquarters and ultimately supporting operational success and the nation's defense mission.

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