

DOI: <https://doi.org/10.31933/dijemss.v5i4>

Received: 29 April 2024, Revised: 15 May 2024, Publish: 17 May 2024

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## The Influence of Work Motivation, Work Culture, Work Discipline, and Work Environment on Employee Performance with Work Ethic as an Intervening Variable at PT. Ultiface

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**Abstract:** This study aims to investigate the influence of work motivation, work culture, work discipline, and work environment on employee performance at PT. Ultiface, with work ethic as the mediating variable. A quantitative method with an associative approach was employed, with a population of 136 employees from PT. Ultiface and a saturated sample of 121 respondents. Data analysis was conducted using Partial Least Square (PLS) version 3.0. The research findings indicate that work motivation ( $t = 2.757$ ,  $p = 0.006$ ), work environment ( $t = 4.765$ ,  $p = 0.000$ ), and work ethic ( $t = 4.261$ ,  $p = 0.000$ ) have a significant influence on employee performance, while work culture ( $t = 1.825$ ,  $p = 0.069$ ), work discipline ( $t = 1.245$ ,  $p = 0.214$ ), and the intervention of work ethic through work motivation ( $t = 2.776$ ,  $p = 0.006$ ) are significant. However, the intervention of work ethic through work culture ( $t = 0.805$ ,  $p = 0.421$ ), work discipline ( $t = 0.121$ ,  $p = 0.904$ ), and work environment ( $t = 1.855$ ,  $p = 0.064$ ) does not show a significant influence on employee performance. This study is expected to provide useful insights for the management of PT. Ultiface in enhancing employee performance through effective management of these factors.

**Keywords:** Work Motivation, Work Culture, Work Discipline Work Environment, Employee Performance, Work Ethic.

## INTRODUCTION

In the era of globalization and increasingly fierce business competition, enhancing employee performance has become one of the key success factors for a company. PT. ULTIFACE faces the challenge of continuously improving work effectiveness and efficiency to maintain its position in the market. Employee performance in this company is the result of the interaction of many factors, including work motivation, work culture, work discipline, and work environment.

The first factor that can influence employee performance is work motivation. Motivation is the force that drives an individual to take action or not, which essentially exists internally and externally as positive or negative, work motivation being something that

creates drive/work spirit (Sedarmayanti, 2017). Individual motivation varies greatly and can change rapidly due to the influence of various internal and external factors. Internal factors include living needs, desires for ownership, recognition, rewards, and power, which drive individuals to work to meet basic needs, social status, and personal satisfaction. On the other hand, external factors such as working environment conditions, adequate compensation, effective supervision, job security, status and responsibilities, and flexible regulations also influence work motivation. Human resource management needs to understand and manage these factors to motivate employees effectively, considering both types of factors are crucial in stimulating work enthusiasm and employee loyalty to the company. The presence or absence of these factors directly impacts employee productivity and job satisfaction (Sutrisno, 2017).

The second factor that can influence employee performance is work culture. Work culture is a combination of values, sets, beliefs, communication, and behavioral simplifications that guide society (Ahmed & Shafiq, 2014). Work culture is generally a requirement that binds employees formally within the rules or provisions of an organization. Therefore, work culture can influence the attitudes and behaviors of employees (Kaesang et al., 2021).

The third factor that can influence employee performance is work discipline. Work discipline is management's action to encourage members of the organization to fulfill the demands of various regulations. Employee discipline is a way to improve and shape the knowledge, attitudes, and behaviors of employees so that they voluntarily strive to work cooperatively with other employees and improve their work performance (Siagian, 2018:305). Sutrisno (2017:86) states that good discipline can be seen in various conditions, including increased employee concern in achieving the company's goals, high morale and enthusiasm for work, employee awareness in their work, employees' sense of responsibility in performing tasks well, increased ownership and solidarity among employees, and increased efficiency and productivity of employees' work.

The fourth factor that can influence employee performance is the work environment. The work environment encompasses all tools and materials encountered, the surrounding environment where one works, work methods, and arrangements both individually and in groups (Mangkunegara, 2019). According to Sedarmayanti (2017), broadly speaking, the work environment is divided into two types: the physical work environment and the non-physical work environment. The physical work environment refers to the physical conditions surrounding the workplace that can directly or indirectly affect employees. Meanwhile, the non-physical work environment includes all conditions related to work relationships, whether with superiors, colleagues, or subordinates.

Work ethic, which reflects employees' attitudes and commitments to their work, is considered a determinant factor in mediating the influence of motivation, culture, discipline, and the work environment on employee performance. Work ethic consists of binding norms emphasized implicitly and practices accepted and recognized as customary to be upheld and established in the lives of members of an organization (Sutrisno, 2017). Characteristics of individuals with high work ethic according to Darodjat (2015) include having work motivation, both intrinsic and extrinsic, having a future orientation, morality in work attitude, hard work, time appreciation, work discipline, responsibility, thriftiness, simplicity, diligence, and perseverance.

The research findings by Yulianto & Mochlasin (2023) indicate that (1) Work Discipline has a significant positive effect on Employee Performance. (2) Islamic Work Culture has a significant positive effect on Employee Performance. (3) Work Ethic has a significant positive effect on Employee Performance. (4) Work Discipline has a significant positive effect on Work Ethic. (5) Islamic Work Culture has a positive but not significant effect on Work Ethic. (6) Work Ethic can mediate the influence of Work Discipline on

Employee Performance. (7) Work Ethic cannot mediate the influence of Islamic Work Culture on Employee Performance. PT Samudra Sunan Drajat is expected to improve its Islamic Work Culture to enhance Employee Performance.

The research findings by Yusuf et al., (2023) show that the variables of work motivation, work culture, work discipline, and work environment influence performance. These variables have an influence relationship of 86.4 percent, while 13.6 percent is influenced by other variables not examined in this study. Meanwhile, the research findings by Siregar & Rokan (2022) show that work discipline does not have a significant effect on employee performance. For the work environment variable, it has a significant effect on employee performance. Work ethic, which serves as a moderating variable, cannot strengthen the influence of work discipline and the work environment on employee performance.

PT. Ultiface, in facing challenges in the era of globalization and intense business competition, is confronted with several main problems in improving employee performance, including fluctuating work motivation influenced by internal and external factors, inadequate adaptation of work culture supporting efficiency, inconsistency in work discipline disrupting productivity, and suboptimal work environment conditions. Additionally, the variability in employee work ethic also indicates a complex influence on performance, signaling the need for evaluation and adjustment of sustainable human resource management strategies to effectively address these issues and ensure a work environment that supports optimal employee performance. Therefore, the title of this research is "The Influence of work motivation, work culture, work discipline, and work environment on employee performance with work ethic as an intervening variable at PT. Ultiface."

## METHOD

This study uses an associative approach with a quantitative method. The population of this study is the employees of PT. Ultiface, with a total population of 121 individuals. The researcher employs a saturated sampling technique. Saturated sampling is a sampling determination technique where the entire population is used as a sample. Research aiming for generalization with minimal error (Sugiyono, 2020) uses this technique. Another term for saturated sampling is a census, where the entire population is taken as a sample, with a sample size of 121 employees of PT. Ultiface. In this study, data analysis is conducted using the smart PLS software version 3.0. The Partial Least Square (PLS) test is a variance-based Structural Equation Modeling (SEM) approach. The model used in this study is as follows.

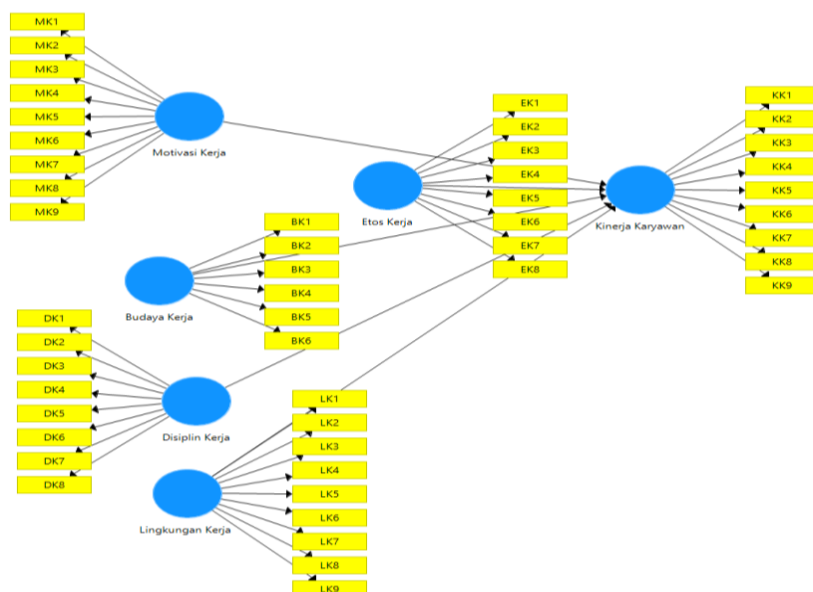


Figure 1. Research Model

## RESULTS AND DISCUSSION

### Results

#### Coefficient of Determination ( $R^2$ )

Hair et al (2014:209) explain that through the Partial Least Square (PLS) method, the  $R^2$  value is divided into 3 groups, namely:

1.  $R^2$  value of 0.7 = large (strong / substantial)
2.  $R^2$  value of 0.5 = medium (medium / moderate)
3.  $R^2$  value of 0.25 = small (weak)

**Table 1.  $R^2$  Square Results**

	R Square
Employee Performance	0.910

In the table above, it is known that the  $R^2$  value for the effect of Employee Performance is 0.910. This means that the ability of the independent variables in explaining the Employee Performance variable is 91%, which means that it has a large influence (strong / substantial) and the remaining 9% is determined by other variables outside those discussed in this study.

### Hypothesis Test Results

Hypothesis testing in this study aims to determine whether the hypothesis that has been made can be accepted or rejected. This test can be seen from the t-statistics and p-values contained in the path analysis between variables through the bootstrapping method.

**Table 2. Bootstrapping Results**

	T Statistics ( O/STDEV )	P Values	Description
Work Motivation -> Employee Performance	2.757	0.006	Accepted
Work Culture -> Employee Performance	1.825	0.069	Rejected
Work Discipline -> Employee Performance	1.245	0.214	Rejected
Work Environment -> Employee Performance	4.675	0.000	Accepted
Work Ethic -> Employee Performance	4.261	0.000	Accepted

**Table 3. Specific Indirect Testing**

	T Statistics ( O/STDEV )	P Values	Description
Work Motivation -> Work Ethic -> Employee Performance	2.776	0.006	Accepted
Work Culture -> Work Ethic -> Employee Performance	0.805	0.421	Rejected
Work Discipline -> Work Ethic -> Employee Performance	0.121	0.904	Rejected
Work Environment -> Work Ethic -> Employee Performance	1.855	0.064	Rejected

From the table, the nine hypotheses can be interpreted as follows:

1. The first hypothesis, Work Motivation, has an influence on Employee Performance because the t-statistic result is  $> 1.96$ , which is 2.757, and the p-values are 0.006, indicating a value below 0.05, thus having a significant result.
2. The second hypothesis, Work Culture, does not have an influence on Employee Performance because the t-statistic result is  $< 1.96$ , which is 1.825, and the p-values are 0.069, indicating a value above 0.05, thus having an insignificant result.
3. The third hypothesis, Work Discipline, does not have an influence on Employee Performance because the t-statistic result is  $< 1.96$ , which is 1.245, and the p-values are 0.214, indicating a value above 0.05, thus having an insignificant result.

4. The fourth hypothesis, Work Environment, has an influence on Employee Performance because the t-statistic result is  $> 1.96$ , which is 4.765, and the p-values are 0.000, indicating a value below 0.05, thus having a significant result.
5. The fifth hypothesis, Work Ethic, has an influence on Employee Performance because the t-statistic result is  $> 1.96$ , which is 4.261, and the p-values are 0.000, indicating a value below 0.05, thus having a significant result.
6. The sixth hypothesis, Work Motivation, has an influence on Employee Performance through Work Ethic because the t-statistic result is  $> 1.96$ , which is 2.776, and the p-values are 0.006, indicating a value below 0.05, thus having a significant result.
7. The seventh hypothesis, Work Culture, does not have an influence on Employee Performance through Work Ethic because the t-statistic result is  $< 1.96$ , which is 0.805, and the p-values are 0.421, indicating a value above 0.05, thus having an insignificant result.
8. The eighth hypothesis, Work Discipline, does not have an influence on Employee Performance through Work Ethic because the t-statistic result is  $< 1.96$ , which is 0.121, and the p-values are 0.904, indicating a value above 0.05, thus having an insignificant result.
9. The ninth hypothesis, Work Environment, does not have an influence on Employee Performance through Work Ethic because the t-statistic result is  $< 1.96$ , which is 1.855, and the p-values are 0.064, indicating a value above 0.05, thus having an insignificant result.

## Discussion

### The Influence of Work Motivation on Employee Performance

The first hypothesis, Work Motivation, has an influence on Employee Performance because the t-statistic result is  $> 1.96$ , which is 2.757, and the p-values are 0.006, indicating a value below 0.05, thus having a significant result. Motivation can drive an employee to perform optimally according to the goals desired by a leader in creating a conducive work environment within the company. This driving force is motivation. According to Sunyoto (2012), the measurement of Work Motivation includes 1) Need for achievement; 2) Need for affiliation; and 3) Need for power. Jufrizen & Sitorus (2021) state that Work Motivation positively influences performance. Work Motivation has a positive impact on an organization within a company, as revealed by Marayasa & Faradila (2019), stating that motivation can increase productivity, discipline, and enhance employee responsibility towards their tasks. These research findings are in line with studies conducted by Hersona dan Sidharta (2017); Hartono dan Zubaidah (2018); and Ratnasih (2017); stating that Work Motivation significantly influences performance. The implementation of motivation in the Work Environment is essential as it facilitates the achievement of organizational goals. Therefore, employees with good Work Motivation will be beneficial for both the organization and the employees themselves. However, organizations must ensure that the rules implemented are clear and understandable, fair to all employees and leaders.

### The Influence of Work Culture on Employee Performance

The second hypothesis, Work Culture, does not have an influence on Employee Performance because the t-statistic result is  $< 1.96$ , which is 1.825, and the p-values are 0.069, indicating a value above 0.05, thus having an insignificant result. Findings regarding the lack of significant influence of organizational culture on employee performance are in line with an increasing number of studies showing the complexity of the relationship between these two variables. Although organizational culture is often considered a determinant factor of behavior and Employee Performance, its direct impact on performance may not always be apparent. Several factors may contribute to this outcome. Firstly, the measurement and



operationalization of organizational culture may not fully capture its nuances and intricacies. Organizational culture encompasses various elements, including values, norms, beliefs, and practices, which may manifest differently in various organizational contexts. Therefore, the use of single or limited indicators to represent organizational culture may overlook its multidimensional nature and fail to accurately capture its actual impact on Employee Performance. Additionally, the lack of significant findings may also be due to contextual factors within the studied organization. Organizational culture operates within a specific context shaped by factors such as leadership styles, organizational structure, industry norms, and external environmental influences. These contextual variables may interact with organizational culture in complex ways, thereby moderating its influence on Employee Performance. Furthermore, the timing of the study and simultaneous organizational changes or interventions can affect the observed relationship between organizational culture and Employee Performance. It is important to note that organizational culture is dynamic and can change over time, influenced by internal and external forces. Therefore, the absence of a significant direct influence in this study does not negate the potential importance of organizational culture in shaping employee behavior and performance.

### **The Influence of Work Discipline on Employee Performance**

The third hypothesis, Work Discipline, does not have an influence on Employee Performance because the t-statistic result is  $< 1.96$ , which is 1.245, and the p-values are 0.214, indicating a value above 0.05, thus having an insignificant result. Good discipline is reflected in the sense of responsibility an individual has towards the tasks assigned to them. Sinambela (2019) emphasizes the necessity of rules to create good orderliness in the workplace, as the discipline of an office or workplace is considered good if the employees adhere to the existing rules. Keith Davis in Mangkunegara (2019) stated that "Discipline is management action to enforce organization standards." Work Discipline can be interpreted as the implementation of management to reinforce organizational guidelines. According to Hasibuan (2018), there are eight indicators that influence the level of discipline, including 1) Goals and Abilities; 2) Leadership Example; 3) Rewards; 4) Justice; 5) Waskat; 6) Penalty Sanctions; 7) Firmness; and 8) Humanitarian Relationships. This result is consistent with the research conducted by Rukamda & Frimayasa (2023), which showed that Work Discipline does not affect Employee Performance.

### **The Influence of Work Environment on Employee Performance**

The fourth hypothesis, Work Environment, has an influence on Employee Performance because the t-statistic result is  $> 1.96$ , which is 4.765, and the p-values are 0.000, indicating a value below 0.05, thus having a significant result. Management needs to pay great attention to the Work Environment in a company. Although the Work Environment is not directly involved in the production process, it directly affects the employees who carry out the production process. The Work Environment refers to the atmosphere in which employees conduct their daily activities. This result is consistent with the research conducted by Al-Omari & Okasheh (2017), which showed that the Work Environment influences Employee Performance.

### **The Influence of Work Ethic on Employee Performance**

The fifth hypothesis, Work Ethic, has an influence on Employee Performance because the t-statistic result is  $> 1.96$ , which is 4.261, and the p-values are 0.000, indicating a value below 0.05, thus having a significant result. Work Ethic is the main aspect in carrying out work to achieve excellence in morals and character, resulting in excellent work and performance as well. Of course, this excellence comes from the diligence of a human masterpiece. The ability to internalize work becomes very important as an effort to create

excellence. In essence, when we do a job, we are essentially performing a service. Internalizing work as a service requires a transcendent ability that goes beyond the limited human movement space. All of this can be seen and embodied in Work Ethic (Hadiansyah & Yanwar, 2017).

### **The Influence of Work Motivation on Employee Performance through Work Ethic**

The sixth hypothesis, Work Motivation, has an influence on Employee Performance through Work Ethic because the t-statistic result is  $> 1.96$ , which is 2.776, and the p-values are 0.006, indicating a value below 0.05, thus having a significant result. This finding indicates that a high level of Work Motivation can encourage the formation of a strong Work Ethic among employees, which then positively impacts their performance. Therefore, this result emphasizes the importance of paying attention to Work Motivation factors in enhancing Employee Performance, as well as strengthening Work Ethic as an effort to achieve optimal results in the organizational context.

### **The Influence of Work Culture on Employee Performance through Work Ethic**

The seventh hypothesis, Work Culture, does not have an influence on Employee Performance through Work Ethic because the t-statistic result is  $< 1.96$ , which is 0.805, and the p-values are 0.421, indicating a value above 0.05, thus having an insignificant result. This finding indicates that although Work Culture may affect the formation of Work Ethic among employees, its influence on Employee Performance is not statistically significant when mediated by Work Ethic. In this context, emphasis on Work Culture as a driver of Employee Performance may need to be adjusted or supplemented with other strategies that more directly influence Employee Performance. Additionally, this result also indicates the complexity of the relationship between Work Culture, Work Ethic, and Employee Performance, which requires a deeper understanding to enhance the effectiveness of human resource management strategies in the organization.

### **The Influence of Work Discipline on Employee Performance through Work Ethic**

The eighth hypothesis, Work Discipline, does not have an influence on Employee Performance through Work Ethic because the t-statistic result is  $< 1.96$ , which is 0.121, and the p-values are 0.904, indicating a value above 0.05, thus having an insignificant result. This finding suggests that although Work Discipline may affect the formation of Work Ethic among employees, its influence on Employee Performance is not statistically significant when mediated by Work Ethic. In this context, it should be considered that other aspects may be more dominant in influencing Employee Performance, such as intrinsic motivation, Work Environment, or other external factors. Therefore, strategies to improve Employee Performance may need to focus more on these factors rather than solely on Work Discipline. Additionally, this result also highlights the importance of a deeper understanding of the relationship between Work Discipline, Work Ethic, and Employee Performance to design effective management strategies within the organization.

### **The Influence of Work Environment on Employee Performance through Work Ethic**

The ninth hypothesis, Work Environment, does not have an influence on Employee Performance through Work Ethic because the t-statistic result is  $< 1.96$ , which is 1.855, and the p-values are 0.064, indicating a value above 0.05, thus having an insignificant result. This finding indicates that although the Work Environment may play a role in shaping Work Ethic among employees, its influence on Employee Performance is not statistically significant when mediated by Work Ethic. In this context, it should be considered that other factors, such as motivation, compensation, or management policies, may have a stronger influence on Employee Performance. Additionally, this result also demonstrates the complexity of the

relationship between Work Environment, Work Ethic, and Employee Performance, which requires a more holistic approach to human resource management in the organization.

## CONCLUSION

This study aims to investigate the influence of various factors on Employee Performance at PT. ULTIFACE. Through careful analysis using Partial Least Squares (PLS) methodology and bootstrapping techniques, several conclusions have been drawn. Firstly, it is clear that motivation significantly affects Employee Performance, as supported by a t-statistic of 2.757 and a p-value of 0.006, indicating statistical significance. Similarly, Work Environment and Work Ethic also show substantial influence, with t-statistics of 4.675 and 4.261 respectively, both accompanied by p-values of 0.000. Conversely, hypotheses regarding the influence of Work Culture and Work Discipline on Employee Performance are not supported by the data. Both show t-statistics below the critical threshold of 1.96 and p-values exceeding 0.05, indicating the absence of a significant impact. Furthermore, when considering the indirect effects through Work Ethic, only motivation shows a significant influence on Employee Performance, while the effects of Work Culture, Work Discipline, and Work Environment are not statistically significant. In conclusion, this research emphasizes the crucial role of motivation and a conducive Work Environment in enhancing Employee Performance in the industrial context. It suggests that organizations should prioritize strategies to strengthen employee motivation and create a positive work environment to optimize performance outcomes. These findings contribute to the refinement of industrial engineering practices, providing actionable insights for organizational improvement and efficiency enhancement.

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