

Performance Determination

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Abstract

This research was conducted to determine the influence of human resource quality and work ethics on employee performance with organizational commitment as an intervening variable at the Bank Indonesia Representative Office, North Sumatra Province. Effective and efficient achievement of company goals requires the continuous implementation of internal human resource management. The efficacy and efficiency of a company greatly depends on the advantages and disadvantages of resource development. This means that the company's human resources must be developed and nurtured in order to be able to improve their work capabilities, which will ultimately have an impact on improving performance. The results of this research are as follows: Work Ethics has a positive and insignificant effect on Employee Performance with the original sample being 0.079 and p value 0.322. Work Ethics has a positive and significant effect on Organizational Commitment with the original sample being 0.665 and p value 0.000. Organizational Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.831 and ap value of 0.000. HR quality has a positive and insignificant effect on employee performance with an original sample value of 0.020 and ap value of 0.428. HR quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.263 and ap value of 0.006. Work Ethics has a positive and significant effect on Employee Performance through Organizational Commitment indirectly with an original sample value of 0.552 and ap value of 0.000. HR quality has a positive and significant effect on employee performance through organizational commitment indirectly with the original sample being 0.218 and p value 0.009.

Keywords: HR Quality, Work Ethics, Organizational Commitment, Employee Performance

INTRODUCTION

Effective and efficient achievement of company goals requires continuous implementation of internal human resource management. The efficacy and efficiency of the company are highly dependent on the advantages and disadvantages of resource development. This means that the human resources owned by the company must be developed and nurtured in order to improve their work capabilities, which will ultimately have an impact on improving performance. Considering that human resources are one of the internal variables that determine the success or failure of a company in achieving its goals, effective resource management is needed. The purpose of human resource management is to help the organization achieve its goals, including by forming a positive work culture, providing motivation, direction, and good coordination to employees in their work, and unifying the perspectives of organizational leaders and employees. To support the government in achieving its vision and goals and preparing for the implementation of planned national policies, employee or HR participation is very important. The ability of employees to manage planning, coordination, implementation, and business arrangements Therefore, this function is very important for the success of the organization. Work ethic is said to be a determining factor in the success of individuals, groups, institutions and also the broadest is the nation in achieving its goals. In the implementation of public administration is also influenced by the work ethic of public officials in their duties to meet the needs of the community. Work ethic itself can be interpreted as the most important basis of behavior

regarding the view of right or wrong. Ethic itself is the most basic moral of a person, in carrying out his work. Work ethic can be formed if the desire to be able to do a job optimally. A high work ethic always works with a sense of joy and pride, has a high level of motivation and discipline, has integrity, is responsible, and is generous in his work. In the workplace, a person's dedication to the company is often a crucial factor. Because of how important it is, some companies even dare to include commitment as a prerequisite for accepting a position that is included in the employment announcement. The importance of dedication for every employee cannot be overstated, because those who have it tend to be more responsible in their work than those who do not. Employees who are committed to their work usually work as efficiently as possible, allowing you to focus all your attention, thoughts, energy, and time on their tasks, ensuring that their results meet the company's expectations. To achieve company and personal goals, employee performance is one of the main components. If employees in the company do not work well, the organization will find it difficult to achieve its goals. Employees who are attentive, obedient, disciplined, and responsible for all tasks given and completed are essential to achieving organizational goals. Employee performance is now the focus of supervision from many government circles as a whole. To ensure that each employee can carry out work in accordance with the goals that have been set, various efforts are made. This is due to the inability of workers to complete tasks according to the standards set, so that government organizations cannot achieve their goals. Meanwhile, every increase in worker performance carried out by a Business worker will increase the effectiveness and efficiency of its workers in carrying out their duties, which will ultimately benefit government organizations.

Formulation of the problem

1. Does HR Quality have a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Ethic have a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does HR Quality Have a Positive and Significant Influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Ethic have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Organizational Commitment have a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Does HR Quality Have a Positive and Significant Influence on Job Satisfaction through Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Ethic have a positive and significant effect on Job Satisfaction through Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of HR Quality on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
2. To determine and analyze the influence of Work Ethic on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of HR Quality on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

4. To determine and analyze the influence of Work Ethic on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Organizational Commitment on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
6. To determine and analyze the influence of HR Quality on Job Satisfaction through Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Work Ethic on Job Satisfaction through Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Employee Performance

According to Simanjuntak (2015) performance is the level of achievement of results from the implementation of certain tasks. According to Mangkunegara (2017) performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee Performance Indicators

According to Mangkunegara (2017), employee performance indicators are:

- a. Work quality Reflects the improvement in quality and previously determined work standards, usually accompanied by an increase in capability and economic value.
- b. Quantity of work Reflects the increase in volume or number of a unit of activity that produces goods in terms of quantity. Quantity of work can be measured through the addition of physical value and goods from previous results.
- c. Whether or not someone can be relied on reflects how someone completes a job assigned to them with a high level of accuracy, willingness and enthusiasm.
- d. Cooperative attitude Reflects an attitude that shows high cooperation among fellow employees and attitudes towards superiors, as well as towards employees from other companies.

Quality of Human Resources

According to Aisyah et al (2017), HR quality is the ability to carry out tasks and can be interpreted as employees who have knowledge and can help companies compete. According to Matutina (2015) the quality of human resources refers to knowledge, skills and abilities.

Human Resources Quality Indicators

According to Matutina (2016), the indicators of HR quality are as follows:

- 1) Work knowledge, namely the abilities possessed by employees that are more oriented towards intelligence and thinking power as well as the employee's mastery of broad knowledge.
- 2) Work skills, namely the ability and technical operational mastery in a particular field that employees have.
- 3) Work ability, namely the ability formed from the competencies possessed by an employee which includes loyalty, discipline, cooperation and responsibility.

Work ethic

According to Ginting (2016), work ethic is the work spirit that is characteristic of a person or group of people who work, which is based on work ethics and perspectives that are believed in and manifested through concrete behavioral determination in the world of work.

According to Priansa (2018), work ethic is a work spirit possessed by employees to be able to work better in order to obtain added value in a job.

Work Ethic Indicator

According to Priansa (2020) there are 8 indicators of work ethic, namely:

1. Work is Grace: Work sincerely, full of gratitude
2. Work is a mandate: Work thoroughly with integrity
3. Work is a Calling: Work properly and responsibly
4. Work is Actualization: Working hard with enthusiasm
5. Work is Worship: Work seriously, full of love
6. Work is Art: Work smart and full of creativity
7. Work is an Honor: Work diligently with excellence
8. Work is Service: Work with humility

Organizational Commitment

According to Kaswan (2015), the definition of organizational commitment is as follows: "The extent to which employees are dedicated to their employing organizations and are willing to work on their behalf, and the likelihood that they will maintain membership. (This definition states that organizational commitment can be considered as the extent to which employees are dedicated to the organization where they work and the willingness to work on behalf of/for the interests of the organization, and the likelihood that they will maintain membership.)"

Organizational Commitment Indicators

According to Kaswan (2015), indicators of organizational commitment are:

1. There is a willingness to help colleagues complete organizational tasks,
2. Aligning existing activities and priorities to achieve larger organizational goals,
3. Understand the organization's needs to achieve larger organizational goals, and
4. Choosing appropriate organizational needs rather than following some professional interests.

Conceptual Framework

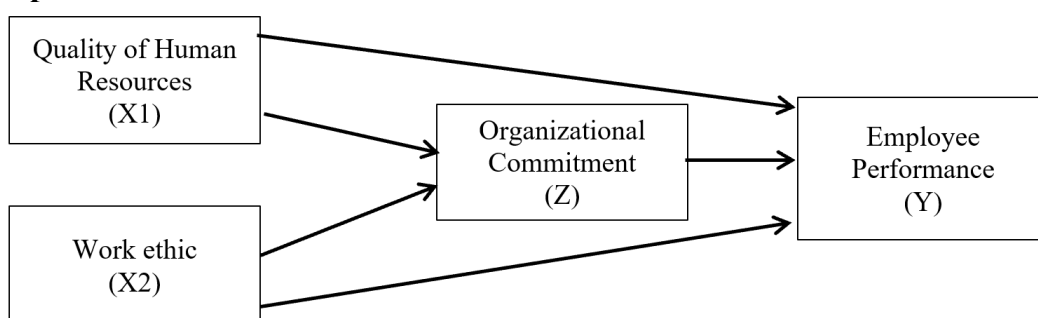


Figure 1. Conceptual Framework

Hypothesis

- H1 The quality of human resources has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H2 Work Ethic has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H3 The quality of human resources has a positive and significant effect on employee performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Work Ethic has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Organizational Commitment has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 Human resource quality has a positive and significant effect on employee performance through organizational commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H7 Work Ethic has a positive and significant effect on Employee Performance through Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.

METHOD

Types of research

This study uses quantitative as a type of research in a study as a research requirement. Quantitative (Sugiyono, 2022) is a study with a positivistic basis that aims to examine a particular population or sample. Data analysis in quantitative is statistical in nature with the aim of describing and testing predetermined hypotheses.

Location and Time of Research

The location of this research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province, Jalan Balai Kota No. 4. This research was conducted from September to October 2024.

Research Population

This study uses the population of all employees of the Bank Indonesia Representative Office of Sumatra Province to become a population of 70 employees. Population according to Sugiyono (2022), population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

Research Sample

The researcher wants to use all populations as samples in this study as many as 70 employees, because the researcher uses all populations as samples, this research technique uses a saturated sample technique where the researcher uses all populations as samples. According to Sugiyono (2022), a sample is part of the number and characteristics possessed by the population.

Research Data Sources

According to Sugiyono (2022), primary data is original data collected by researchers themselves to answer their research problems specifically.

Data collection technique

Researchers use questionnaire data collection techniques in which researchers create questionnaires and distribute them to sample respondents. According to Sugiyono (2022), questionnaires are an efficient data collection technique if researchers already know the variables being measured and know what is expected from respondents.

Data Analysis Techniques

Partial Least Square SEM data analysis is an analysis used to develop or predict an existing theory (Sarwono & Narimawati (2015). This study uses PLS structural model analysis assisted by SmartPLS 3.0 software. According to Sabil (2015), structural model analysis has several stages, namely: 1) Formulating structural model theory, 2) Outer model analysis, 3) Inner model analysis, and 4) Hypothesis testing.

Outer model testing

In testing the outer model aims to see the validity and reliability of a model. This test analysis will be seen from the influence of the Loading factor, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability.

Loading factor

Factor loading is the initial stage in testing the validity of a model, the requirement for factor loading is that it must be > 0.6 , so that the indicator is said to be valid. If it is not valid, it must be removed from the model (Husein. 2015).

Average variance extracted (ave)

Average Variance Extracted (AVE) is a value used in convergent validity testing because the value is obtained from the convergent validity output. In this study, the expected AVE value is > 0.5 , and so when viewed from the latent variable construct, all constructs have values above 0.5 (or greater than 0.5),

Discriminant Validity

Discriminant Validity can be tested by looking at the cross loading table, this output is used to test discriminant validity at the indicator level with the provision that the correlation between the indicator and its latent variable is $>$ compared to the correlation between the indicator and other latent variables (outside its block).

Composite reliability

To ensure that there are no measurement-related problems, the final step in the outer model evaluation is to test the unidimensionality of the model. This unidimensionality test is carried out using composite reliability and Cronbach's alpha. For both indicators, the cut-off value is 0.7.

Inner model testing

a) Determinization Coefficient R2 (R-Square)

Goodness of fit in PLS can be known by the Q2 value. The Q2 value has the same meaning as the coefficient of determination (R-Square) in regression analysis.

b). Hypothesis

Hypothesis Testing Hypothesis testing in PLS is used to measure the probability of data using the path coefficients menu. The rule of thumbs for supporting a research hypothesis is: if the coefficient or direction of the relationship between variables (indicated by the original sample value) is in line with the hypothesis, and if the t-statistic value is > 1.64 (two tailed) or > 1.96 (one tailed) it can be said to be significant and the probability value (p-value) < 0.01; < 0.05; 50 < 0.10 can be said to be significant. In p-value if the value is > 0.10 then it can be said to be insignificant (Jogiyanto and Abdillah, 2014).

RESULTS AND DISCUSSION

Outer Model Analysis

The details of the relationship between latent variables and manifest variables can be known by using measurement model testing, also known as external model testing. This test has reliability, discriminant validity, and convergent validity.

Convergent Validity

The loading factor shows this test, the limit value. Average Variance Extracted and the limit value is 0.7. (AVE) is set at 0.5; values above this indicate validity. This shows that if the indicator value > 0.7 is able to explain the construct variable, then the indicator value is considered valid. The structural model of the study is depicted in the following figure:

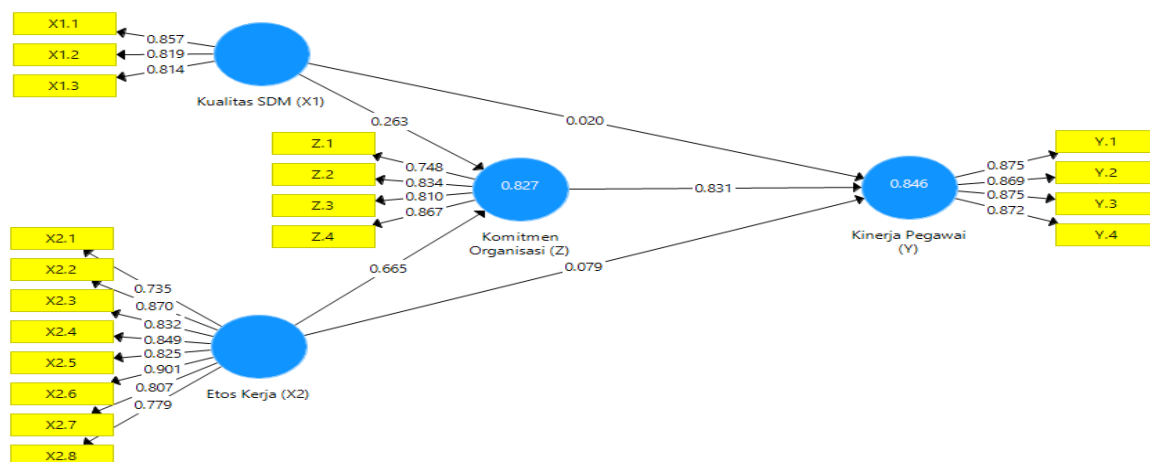


Figure 2. Outer Model

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X + b2X2 + e1$$

$$Z = 0.263X1 + 0.665X2 + e1$$

For substructure 2

$$Y = b2X1 + b3X2 + b4Z + e2$$

$$Y = 0.020 X1 + 0.079 X2 + 0.831 Z + e2$$

Table 1. Outer Loadings/Cross Loading

	Work Ethic (X2)	Employee Performance (Y)	Organizational Commitment (Z)	Human Resources Quality (X1)
X1.1				0.857
X1.2				0.819
X1.3				0.814
X2.1	0.735			
X2.2	0.870			
X2.3	0.832			
X2.4	0.849			
X2.5	0.825			
X2.6	0.901			
X2.7	0.807			
X2.8	0.779			
Y.1		0.875		
Y.2		0.869		
Y.3		0.875		
Y.4		0.872		
Z.1			0.748	
Z.2			0.834	
Z.3			0.810	
Z.4			0.867	

Source: Smart PLS 3.3.3

Each variable in table 1 has a value and states that the indicator of each variable is greater than 0.7. This shows that each indicator item has a value greater than 0.7 which indicates that the data is considered valid and can be subjected to additional research.

Discriminant Validity

To ensure the results of the indicators that are strongly correlated with their constructs, more studies will use discriminative validity to determine the validity of the data. Specifically, the goal is to ensure whether the cross loading value is greater than other latent variables. The findings of cross loading from the validity test are shown in the following table:

Table 2. Discriminant Validity

	Work Ethic (X2)	Employee Performance (Y)	Organizational Commitment (Z)	Human Resources Quality (X1)
X1.1	0.867	0.738	0.836	0.857
X1.2	0.699	0.688	0.667	0.819
X1.3	0.651	0.563	0.617	0.814
X2.1	0.735	0.696	0.759	0.713
X2.2	0.870	0.747	0.772	0.838

X2.3	0.832	0.617	0.661	0.765
X2.4	0.849	0.757	0.766	0.739
X2.5	0.825	0.719	0.728	0.730
X2.6	0.901	0.729	0.792	0.833
X2.7	0.807	0.705	0.747	0.665
X2.8	0.779	0.592	0.719	0.657
Y.1	0.694	0.875	0.824	0.698
Y.2	0.675	0.869	0.760	0.678
Y.3	0.799	0.875	0.855	0.728
Y.4	0.779	0.872	0.760	0.710
Z.1	0.653	0.569	0.748	0.608
Z.2	0.726	0.762	0.834	0.696
Z.3	0.709	0.777	0.810	0.735
Z.4	0.839	0.856	0.867	0.761

Source: Smart PLS 3.3.3

It can be seen in Table 2 that each loading factor indicator in each variable has a greater result than the cross loading factor variable indicator for each other, so that this study obtained valid results in a discriminant manner and will continue to the next stage in this study.

Composite reliability

Each variable in the composite reliability study is compared for its reliability value; if the variable value is higher than 0.60 then the study is considered reliable; if between 0.60 and 0.7, then it is not. The table below shows the various blocks used to assess the validity and reliability of the study, including AVE values, composite reliability, and Cronbach's alpha values:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Ethic (X2)	0.933	0.945	0.683
Employee Performance (Y)	0.896	0.927	0.761
Organizational Commitment (Z)	0.832	0.888	0.665
Human Resources Quality (X1)	0.776	0.869	0.689

Source: Smart PLS 3.3.3

Each variable in table 3 above has a value greater than 0.7 in the Cronbach alpha column, this indicates that the reliability data of the variable is consistent. Because the data is greater than 0.6, it can be explained that each variable is considered reliable in the Composite Reliability column which has a value greater than 0.6. Each variable in the AVE column has a value greater than 0.7, this indicates that the data is valid according to the AVE standard. Because all variables in the reliability, AVE, and Cronbach alpha columns have values greater than 0.7 and 0.6, respectively, all are considered valid and reliable.

Inner Model Analysis

To ensure that the fundamental model developed is reliable and accurate, the structural model, or deep model, is evaluated. A number of markers, including the following, indicate the stages of examination performed during the assessment of the main model:

Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.846	0.839
Organizational Commitment (Z)	0.827	0.821

Source : Smart PLS 3.3.3

There is an R square value in table 4 and will be explained by the researcher, for the R square value of the Employee Performance variable of 0.846 and if it is expressed as a percentage it becomes 84.6. This means that the influence of HR quality, work ethic, and organizational commitment on employee performance is 0.846 and the rest is on other variables. There is an R square value of the organizational commitment variable of 0.827 and if expressed as a percentage of 82.7%, this means that the influence of HR quality and Work Ethic is 0.827 or 82.7%.

Hypothesis Testing

As suggested by this review, the next step is to evaluate the relationship between idle builds after evaluating the deep model. To perform speculative testing in this review, T-Statistics and P-Values are checked. It is stated openly whether the P-Values are less than 0.05 and the T-Insights value is greater than 1.96. The following is the direct impact of the Path Coefficient:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Ethic (X2) -> Employee Performance (Y)	0.079	0.462	0.322	Rejected
Work Ethic (X2) -> Organizational Commitment (Z)	0.665	6,916	0,000	Accepted
Organizational Commitment (Z) -> Employee Performance (Y)	0.831	5,927	0,000	Accepted
Human Resources Quality (X1) -> Employee Performance (Y)	0.020	0.183	0.428	Rejected
Human Resources Quality (X1) -> Organizational Commitment (Z)	0.263	2,536	0.006	Accepted

Source: Smart PLS 3.3.3

In table 5 there are the results of the direct influence and will be explained one by one as follows:

1. Work Ethic has a positive and insignificant effect on Employee Performance with an original sample of 0.079 and p values of 0.322. This means that work ethic does not have much effect on performance, the higher the work ethic does not necessarily mean that employee performance will be high, conversely if work ethic decreases, it does not necessarily mean that employee performance will decrease.
2. Work Ethic has a positive and significant effect on Organizational Commitment with an original sample of 0.665 and p values of 0.000. This means that if work ethic increases, organizational commitment will increase, conversely if work ethic decreases, organizational commitment will decrease.
3. Organizational Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.831 and p values of 0.000. This means that if commitment increases, employee performance will increase and if organizational commitment decreases, performance will also decrease.
4. The quality of human resources has a positive and insignificant effect on employee performance with an original sample value of 0.020 and p values of 0.428. This means that the quality of human resources in this study has little effect on performance because each employee has an ordinary quality that only follows the directions given, meaning that if the quality of human resources increases, performance does not necessarily increase, conversely if the quality of human resources decreases, it does not necessarily decrease.
5. The quality of human resources has a positive and significant effect on Organizational Commitment with an original sample value of 0.263 and p values of 0.006. This means that if the quality of human resources increases, organizational commitment will increase, conversely, if the quality of human resources decreases, commitment will decrease.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Ethic (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.552	4,412	0,000	Accepted
Human Resources Quality (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.218	2,369	0.009	Accepted

Source: Smart PLS 3.3.3

In table 6 there are indirect influences and they will be explained as follows:

1. Work Ethic has a positive and significant effect on Employee Performance through Organizational Commitment indirectly with the original sample value of 0.552 and p values of 0.000. This means that organizational commitment is an intervening variable because it can significantly influence the work ethic and performance of employees, with organizational commitment the work ethic and performance of employees will increase.
2. The quality of human resources has a positive and significant effect on employee performance through organizational commitment indirectly with the original sample of 0.218 and p values 0.009. This means that organizational commitment is an intervening variable because it can have a significant effect, with the existence of organizational commitment indirectly increasing the quality of human resources and employee performance.

CLOSING

Conclusion

1. Work Ethic has a positive and insignificant effect on Employee Performance with an original sample of 0.079 and p values of 0.322.
2. Work Ethic has a positive and significant influence on Organizational Commitment with an original sample of 0.665 and p values of 0.000.
3. Organizational Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.831 and p values of 0.000.
4. Human resource quality has a positive and insignificant effect on employee performance with an original sample value of 0.020 and p values of 0.428.
5. Human resource quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.263 and p values of 0.006.
6. Work Ethic has a positive and significant effect on Employee Performance through Organizational Commitment indirectly with an original sample value of 0.552 and p values of 0.000.
7. Human resource quality has a positive and significant effect on employee performance through organizational commitment indirectly with an original sample of 0.218 and p values of 0.009.

Suggestion

1. Organizations must improve employee work ethic for the sake of organizational progress.
2. Organizations should improve the quality of employees or look for qualified employees to save training costs.
3. The organization is expected to increase employee organizational commitment for the sake of organizational development.
4. It is hoped that this research will be used as input for the organization.
5. It is hoped that this research will be used as reference material for further researchers with the same or different title but still related to this research.

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