

Strategies to Improve Work Performance

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Abstract

This research aims to complete the final assignment requirements for obtaining a master's degree, and another aim of this research is to provide input for organizations so that they can develop better. Every person is unique in their needs, desires, interests, values, beliefs, attitudes, mental processes, , perception, and personality, among others (Umam, 2012). An organization or corporation is founded on the basis of a vision for the benefit of human interests, and humans are the ones who regulate the implementation of the mission of the organization or company. Human interaction begins with communication. Humans can interact with each other through communication in various environments, including markets, workplaces, homes, and public spaces. No one in this world would avoid participating in his talks. The results of this research are as follows: Work Ethics has a positive and significant effect on Competency with an original sample value of 0.652 p value 0.000. Work Ethics has a positive and significant effect on Work Performance with an original sample value of 0.429 and p value of 0.002. Competency has a positive and significant effect on Job Performance with an original sample value of 0.419 and p value of 0.000. Communication has a positive and significant effect on competence with an original sample value of 0.243 and p value of 0.014. Communication has a positive and insignificant effect on Job Performance with an original sample value of 0.090 and p value of 0.228. Work Ethics has a positive and significant effect on Work Performance through Competency indirectly with an original sample value of 0.273 and p value of 0.001. Communication has a positive and significant effect on Job Performance through Competency with an original sample value of 0.102 and p value of 0.044.

Keywords: Communication, Work Ethics, Competence, Work Achievement.

INTRODUCTION

Managing human resources to get employees who are happy with their work is the main goal of human resource management. This is due to the fact that each person is different from others and that each person is unique. Each person is unique in their needs, desires, interests, values, beliefs, attitudes, mental processes, perceptions, and personality, among others (Umam, 2014). Humans can interact with each other through communication in various environments, including the marketplace, workplace, home, and public spaces. An organization can function efficiently and productively with effective communication, and vice versa with poor or no organizational communication. All organizations need to communicate effectively. Therefore, it is very important for communicators and organizational leaders to understand and improve their communication skills. In order for communication to be effective, the communicator must know which audience is being targeted and what response he wants. He must be skilled in encoding messages by taking into account how the communicant interprets the message. A person's work ethic is their perspective on how they, as individuals, groups, or countries, approach their work. Work routines will not tire you out if your coworkers have a strong work ethic; in fact, they can even help you work better. Work ethic can be understood as the main foundation in acting regarding the right or wrong point of view. Ethic refers to a person's fundamental moral principles when doing their job. The capacity to carry out or complete a task that depends on the knowledge, abilities, and work attitudes required for the job is called competence.

Therefore, competence indicates knowledge or ability that demonstrates professionalism in a particular industry and, more importantly, what it takes to be a leader in that field. The ability to perform a task, role, or activity; the capacity to combine knowledge, skills, attitudes, and personal values; and the capacity to develop knowledge and skills based on experience and information learned are all considered competencies. Work performance is a very important factor in determining the progress of an organization, both private and government organizations. With this progress, the organization will be able to increase its competitiveness and have competitive capabilities. In improving employee work performance, of course, it is not easy, every organization must certainly do various ways so that each employee is able to improve their work performance. Private organizations generally have better work performance than government organizations. Private organizations tend to be better able to encourage their employees to be able to improve their work performance than employees in government organizations.

Formulation of the problem

1. Does Communication have a positive and significant influence on Competence at the Representative Office of Bank Indonesia, North Sumatra Province?
2. Does Work Ethic have a positive and significant influence on Competence at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Communication Have a Positive and Significant Influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
4. Does Work Ethic have a positive and significant influence on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Competence have a positive and significant influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Does Communication Have a Positive and Significant Influence on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Work Ethic have a positive and significant influence on Work Performance through Competence at the Bank Indonesia Representative Office in North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Communication on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Work Ethic on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of communication on work performance at the Bank Indonesia Representative Office in North Sumatra Province.
4. To determine and analyze the influence of Work Ethic on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Competence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
6. To determine and analyze the influence of Communication on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Work Ethic on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Work performance

Definition of Work Performance

According to Sutrisno (2016) Performance appraisal is a structured approach to regularly evaluate an employee's performance. According to Mangkunegara (2017) Company leaders conduct employee performance evaluations systematically by utilizing the tasks assigned to them.

Work Performance Indicators

Work performance indicators according to Sutrisno (2016):

1. How much work product is produced, how well it is manufactured, and how much is monitored.
2. Job knowledge The level of expertise in job-related tasks that will have a direct impact on both the quantity and quality of work.
3. Initiative Ability to take initiative when carrying out job responsibilities, especially when solving potential problems. Expertise in job-related tasks that will directly affect the quantity and quality of work produced.
4. Mental breakdown of the ability to understand work instructions and quickly adapt to current work practices and organizational structures.
5. Attitude, level of willingness and motivation to complete work-related tasks.
6. Time recording and attendance monitoring Employee attendance and punctuality levels.

Communication

Definition of Communication

According to Bandriyah (2015), communication is the process of transferring understanding in the form of ideas, information from one person to another. According to Mulyana (2015) Communication is the process of sharing meaning through verbal and non-verbal behavior carried out by two or more people.

Communication Indicators

According to Bandriyah (2015), communication indicators are as follows:

- 1) Understandable
- 2) Provide input
- 3) Quickly accepted
- 4) Coordination of tasks
- 5) Discussion meeting

Work Ethic

Understanding Work Ethic

According to Salamun (2017) Work Ethic is an ethic or guide in working, namely a guide to doing work well. Work ethic as stated by Ginting (2016) Work enthusiasm that is a characteristic and belief of a person or a group, then the definition of work ethic is "Work enthusiasm that is a characteristic of a person or group of people who work, which is based on ethics and work perspectives that are believed in, and is manifested through determination and concrete behavior in the world of work"

Work Ethic Indicator

According to Salamun (2017) the work ethic indicators are as follows: .

1. Hard work Hard work is that in working has the nature of workaholism to be able to achieve the desired target. Can utilize optimal time so that sometimes do not recognize time, distance and difficulties faced.
2. Discipline Discipline is an attitude of respect, appreciation, obedience and compliance with applicable regulations, both written and unwritten, and being able to carry them out and not avoiding receiving sanctions if he violates the duties and authority given to him.
3. Honesty Honesty is the ability of an employee to carry out his work in accordance with the rules that have been determined.
4. Responsibility Responsibility means assuming that the work being done is something that must be done with diligence and sincerity.
5. Diligent The creation of personal habits of employees to maintain and improve what has been achieved. Diligent at work. What is good must always be in prime condition at all times.

Competence

Understanding Competence

According to Rachmaniza (2020) competence is a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations. According to Rahmat (2019) competence is a person's characteristic that is related to effective and/or superior performance in certain work situations.

Competency Indicators

According to Rahmat (2019), competency indicators are:

1. Motive is something that a person consistently thinks about or wants that causes action.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitude, values, or self-image.
4. Knowledge is information that people have in a specific field.
5. Skills are the ability to perform certain physical or mental tasks.

Conceptual Framework

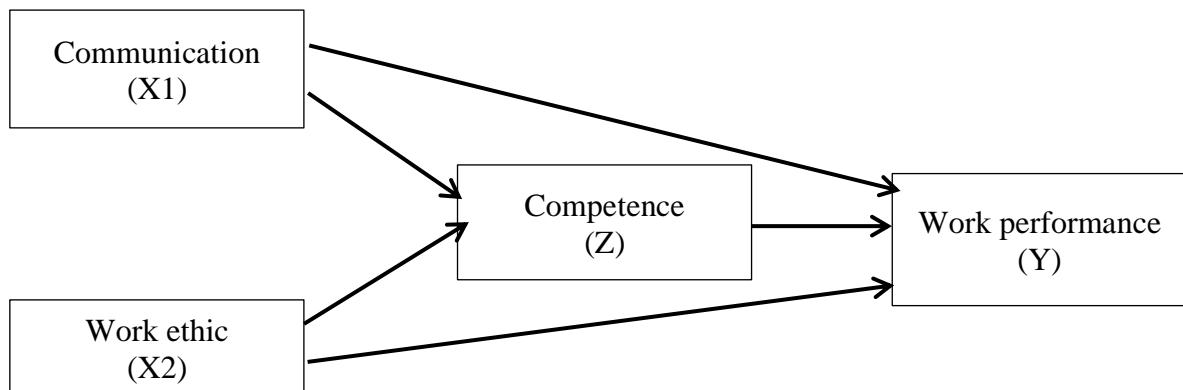


Figure 1. Conceptual Framework

Hypothesis

- H1 Communication has a positive and significant influence on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Work Ethic has a positive and significant influence on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
- H3 Communication has a positive and significant influence on Work Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H4 Work Ethic has a positive and significant influence on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H5 Competence has a positive and significant influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H6 Communication has a positive and significant influence on Work Performance through Competence at the Bank Indonesia Representative Office, North Sumatra Province.
- H7 Work Ethic has a positive and significant influence on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD

Types of research

According to Sugiyono (2018), quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical analysis, with the aim of describing and testing established hypotheses.

Time and Location of Research

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

Research Population

The population of this study was all employees at the Bank Indonesia Representative Office of North Sumatra Province, totaling 70 employees. According to Sugiyono (2018), population is the entire element that will be used as a generalization area. Population elements are all subjects to be measured, which are the units studied.

Research Sample

The researcher took samples in the study by taking all the population of the employees of the Bank Indonesia Representative Office of North Sumatra Province as many as 70 employees and the sampling technique used was the saturated sampling technique. According to Sugiyono (2018) a sample is part of the number and characteristics possessed by the population.

Research Data Sources

This study uses primary research data sources, primary data sources are data sources where data is taken directly. According to Sugiyono (2018) Primary data is a data source that directly provides data to data collectors. Data is collected by the researcher directly from the first source or the place where the research object is carried out.

Data collection technique

The data collection technique used is a questionnaire technique in which the questionnaire will be distributed to research respondents. According to Sugiyono (2018), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer. If there is difficulty in understanding the questionnaire, respondents can ask the researcher directly.

Structural Equation Modeling (SEM) Analysis

In this study, the structural equation modeling (SEM) equation is a data processing method. SEM is a multivariate statistical technique that can be used to describe the complete causal relationship (comprehensive), complex, and system-shaped relationship between variables.

PLS (Partial Least Square)

Because PLS (Partial Least Square) analysis does not rely on various assumptions or requirements, including multicollinearity and normality tests, it is very effective. The benefits of the PLS approach include the ability to use indicators with categorical, ordinal, interval, or ratio data scales and eliminates the need for data that has a multivariate normal distribution. The sample size is another advantage; it does not need to be large.

Evaluation of Measurement Model (Outer Model)

Measurement model evaluation, also called external model, is the process of determining how construct variables, or indicators, relate to latent variables. Evaluation Reliability and validity tests are used to evaluate measurement models.

1. Indicator Reliability Test

By analyzing or checking each indication of the outer loading value, the indicator reliability test attempts to determine whether or not the indicators are reliable for measuring latent variables. The variance of an indicator can be explained by its construct as long as the outer loading value is greater than 0.7.

2. Internal Consistency Reliability Test

The purpose of this test is to see how well the indicators can measure the latent components. Internal assessment indicators Cronbach's Alpha regularity and combined reliability ratings form reliability. A combined reliability value between 0.6 and 0.7 is considered to have good reliability, and Cronbach's alpha is expected to be >0.7 .

3. Convergent Validity Test

The idea behind this validity test is that there should be a strong correlation between the measures of a construct. Average Variance Extracted is used to assess the convergent validity of a construct with the reflectivity marker (AVE). At least 0.5 should be the AVE value. 0.5 is the AVE value.

4. Discriminant Validity Test

Based on the idea that each indicator should be highly related to its construct, the purpose of this test is to ensure that an indicator truly reflects and is an accurate assessment of its construct. If the construct measures are not appropriate, then there will be no strong correlation between the two. The discriminant validity of the test in SmartPLS or similar

applications is determined by utilizing the Heterotrait-Monotrait (HTMT) value, the Farnell-Larcker Criterion, and cross loading.

- a. The Cross Loading value of each construct is assessed to ensure its relationship with the measurement items is stronger than other constructs. The anticipated cross loading value is higher than 0.7.
- b. Fornell-Larcker Criterion: This conventional method, which has been used for more than 30 years, compares the square root of the Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model. This is another way to evaluate discriminant validity. A model is considered to have good discriminant validity if the square root of the AVE of each construct is higher than the correlation between that construct and other constructs in the model.

Structural Model Evaluation (Inner Model)

Another name for structural or generic model evaluation is The purpose of the inner model is to assess (verify) whether there is collinearity between model constructs and predictive power. The following criteria are applied to assess the predictive power of the model:

1. Coefficient of Determination (R2)

The coefficient of determination (R2) is a way to assess how much the endogenous construct can be explained by the exogenous construct. The value of the coefficient of determination (R2) is expected to be between 0 and 1. The value of R2 = 0.75 (strong model), R2 = 0.50 (moderate model), R2 = 0.25 (weak model). Meanwhile, according to Chin (1998) provides the criteria for the value of R2 = 0.67 (strong model), R2 = 0.33 (moderate model), and R2 = 0.19 (weak model).

2. Path Coefficients or path coefficients

Path Coefficients, aim to see the significance and strength of the relationship, and also to test the hypothesis. The path coefficients value ranges from -1 to +1. The closer to the value of +1, the stronger the relationship between the two constructs. A relationship that is closer to -1 indicates that the relationship is negative.

3. Hypothesis Testing

Hypothesis testing (Resampling Bootstrapping), the bootstrapping procedure produces t-statistic values for each relationship path used to test the hypothesis.

- a. If the t-statistic value is smaller than the t-table value (t-statistic < t-table), then H0 is rejected and H1 is accepted.
- b. If the t-statistic value is greater than or equal to the t-table (t-statistic > t-table), then H0 is rejected and H1 is accepted.

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 is 0.7, and the extracted limit value is Average Variance (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:

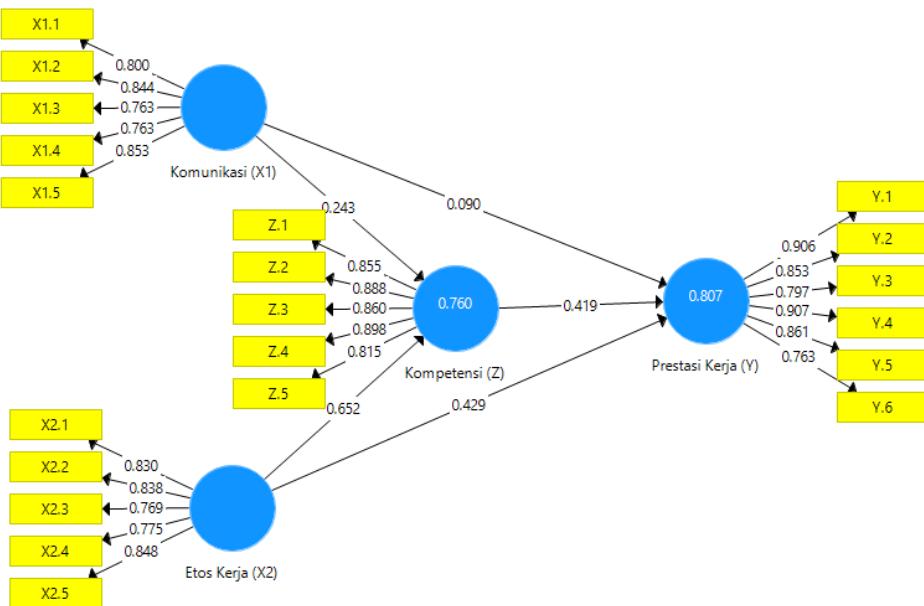


Figure 2. Outer Model
Source: Smart PLS 3.3.3.

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

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.243 X1 + 0.652 X2 + e1$$

For substructure 2

$$Y = b4X1 + b5X2 + b7Z + e2$$

$$Y = 0.090 X1 + 0.429 X2 + 0.419 Z + e2$$

Table 1. Outer Loadings

	Work Ethic (X2)	Competence (Z)	Communication (X1)	Work Performance (Y)
X1.1			0.800	
X1.2			0.844	
X1.3			0.763	
X1.4			0.763	
X1.5			0.853	
X2.1	0.830			
X2.2	0.838			
X2.3	0.769			
X2.4	0.775			
X2.5	0.848			
Y.1				0.906
Y.2				0.853
Y.3				0.797

Y.4				0.907
Y.5				0.861
Y.6				0.763
Z.1		0.855		
Z.2		0.888		
Z.3		0.860		
Z.4		0.898		
Z.5		0.815		

Source: Smart PLS 3.3.3.

In table 1 above, the value of each variable is stated in such a way that the indicator of each variable is more than or equal to 0.7, this shows that each indicator bitir-bitir has a value of less than or equal to 0.7, meaning that the data is valid and can continue with further analysis.

Discriminant Validity

The next step of analysis is to determine which data is valid in terms of discriminant validity. The goal is to find out whether the cross loading value is greater than other variables so that the sensitivity of the indicator to high correction can be determined in relation to the construction of the table below, which presents the results of the validity assessment as follows:

Table 2. Discriminant Validity

	Work Ethic (X2)	Competence (Z)	Communication (X1)	Work Performance (Y)
X1.1	0.662	0.617	0.800	0.640
X1.2	0.668	0.689	0.844	0.673
X1.3	0.674	0.617	0.763	0.628
X1.4	0.704	0.664	0.763	0.616
X1.5	0.804	0.680	0.853	0.680
X2.1	0.830	0.689	0.787	0.691
X2.2	0.838	0.853	0.806	0.780
X2.3	0.769	0.638	0.595	0.709
X2.4	0.775	0.682	0.633	0.605
X2.5	0.848	0.621	0.705	0.733
Y.1	0.808	0.781	0.698	0.906
Y.2	0.695	0.640	0.639	0.853
Y.3	0.666	0.734	0.529	0.797
Y.4	0.780	0.742	0.660	0.907
Y.5	0.710	0.801	0.722	0.861
Y.6	0.756	0.683	0.836	0.763
Z.1	0.740	0.855	0.644	0.661
Z.2	0.740	0.888	0.747	0.795
Z.3	0.716	0.860	0.733	0.746
Z.4	0.828	0.898	0.745	0.775

2.5	0.702	0.815	0.629	0.742
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Source: Smart PLS 3.3.3.

In table 2, there are cross loading values for the work ethic variable, where each cross loading factor is greater than the cross loading factor value on other latent variables, for the cross loading factor value on the competency variable is greater than the cross loading factor on other latent variables, for the cross loading factor value on the communication variable is greater than the cross loading factor value on other latent variables, for the cross loading factor on the work performance variable is greater than the cross loading factor value on other latent variables, so it can be concluded that this test is declared discriminantly valid.

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 Coranbach's alpha values:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Ethic (X2)	0.871	0.907	0.661
Competence (Z)	0.915	0.936	0.746
Communication (X1)	0.864	0.902	0.649
Work Performance (Y)	0.922	0.939	0.721

Source: Smart PLS 3.3.3.

As seen in table 3, the value of each variable in the Cronbach alpha column is greater than 0.7 indicating the reliability of the variable's reliability data. 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
Competence (Z)	0.760	0.753
Work Performance (Y)	0.807	0.798

Source: Smart PLS 3.3.3.

In table 4 there is an R square test explanation will be done as follows: the Rsquare value on the competency variable is 0.760 in a percentage of 76.0% which means the influence of communication and work ethic is 0.760 or 76% and the rest is on other variables. For the R square value of the work performance variable of 0.807 in a percentage of 80.7%, meaning the influence of communication, work ethic and competence is 0.807 or 80.7% and the rest is on other variables.

Hypothesis Testing

The relationship between variables and data in this example must be ascertained after the model is built. T-Statistics and P-Values are checked to perform statistical analysis in this case study. To determine whether the P-Values < 0.05 and T-Insights > 1.96 are used speculation. The impact of the Road Impact Coefficient over time is as follows:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Ethic (X2) -> Competence (Z)	0.652	5,871	0,000	Accepted
Work Ethic (X2) -> Work Performance (Y)	0.429	2,957	0.002	Accepted
Competence (Z) -> Work Performance (Y)	0.419	3,565	0,000	Accepted
Communication (X1) -> Competence (Z)	0.243	2,203	0.014	Accepted
Communication (X1) -> Work Performance (Y)	0.090	0.747	0.228	Rejected

Source: Smart PLS 3.3.3.

In table 5 there are the results of the hypothesis test which will be explained by the researcher, so the explanation in this study is as follows:

1. Work Ethic has a positive and significant effect on Competence with an original sample value of 0.652 p values 0.000. This means that if a good work ethic increases, competence will also increase, if there is a decrease in work ethic, competence will also decrease.
2. Work Ethic has a positive and significant effect on Work Performance with an original sample value of 0.429 and p values of 0.002. This means that if there is an increase in good work ethic, work performance will also increase, if there is a decrease, work performance will also decrease.
3. Competence has a positive and significant effect on Work Performance with an original sample value of 0.419 and p values of 0.000. This means that if competence increases, work performance also increases, conversely if competence decreases, work performance decreases.

4. Communication has a positive and significant effect on Competence with an original sample value of 0.243 and p values of 0.014. This means that if good communication increases, competence will also increase, conversely if it decreases, competence will decrease.
5. Communication has a positive and insignificant effect on Work Performance with an original sample value of 0.090 and p values of 0.228. This means that communication has little effect on performance because work performance can be done alone or in a team, but most employees achieve performance because of the advantages they have.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Ethic (X2) -> Competence (Z) -> Work Performance (Y)	0.273	3,279	0.001	Accepted
Communication (X1) -> Competence (Z) -> Work Performance (Y)	0.102	1,711	0.044	Accepted

Source: Smart PLS 3.3.3.

In the results of this study, there is an indirect influence which can be seen in table 6, the explanation is as follows:

1. Work Ethic has a positive and significant effect on Work Performance through Competence indirectly with the original sample value of 0.273 and p values of 0.001. This means that competence is an intervening variable because it can significantly influence work ethic and work performance with commitment can improve work ethic and work performance.
2. Communication has a positive and significant effect on Work Performance through Competence with an original sample value of 0.102 and p values of 0.044. This means that competence is an intervening variable because it can influence communication on work performance significantly and indirectly, so with competence it makes an increase in good communication and increased work performance.

CLOSING

Conclusion

1. Work Ethic has a positive and significant effect on Competence with an original sample value of 0.652 p values 0.000.
2. Work Ethic has a positive and significant effect on Work Performance with an original sample value of 0.429 and p values of 0.002.
3. Competence has a positive and significant effect on Work Performance with an original sample value of 0.419 and p values of 0.000.
4. Communication has a positive and significant effect on Competence with an original sample value of 0.243 and p values of 0.014.
5. Communication has a positive and insignificant effect on Work Performance with an original sample value of 0.090 and p values of 0.228.
6. Work Ethic has a positive and significant effect on Work Performance through Competence indirectly with an original sample value of 0.273 and p values of 0.001.
7. Communication has a positive and significant influence on Work Performance through Competence with an original sample value of 0.102 and p values of 0.044.

Suggestion

1. Organizations must improve employee work ethic by providing punishment and rewards to employees who do so.
2. The organization must provide examples to employees of the correct way to communicate with other employees and superiors.
3. The organization is responsible for employee competence and improving employee competence.
4. It is hoped that this research can be used as input for organizations and employees.
5. It is hoped that this research can help other researchers to use it as reference material for new research.
6. It is hoped that new research can develop this research with new research models and techniques.

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