

Work Environment As A Moderating Variable Of The Influence Of Work Ethic On Employee Performance

Widya Lusi Arisona^{1*}, Ifadhila², Muh Amrih³, Ade Sarengat Pakanheran⁴, Raihan A. Hanasi⁵

¹Prodi D3 Kebidanan, Universitas Tulungagung, Indonesia

¹Jl. Kimangunsarkoro, Beji, Sobontoro, Boyolangu, Kabupaten Tulungagung, Jawa Timur 66233, Indonesia

²Jurusan Bisnis, Politeknik Pertanian Negeri Pangkep, Indonesia

²Jl. Poros Makasar Pare-Pare Km.83 Kec.Mandalle, Kabupaten Pangkep Sulawesi Selatan, Indonesia

³Prodi Akuntansi dan Bisnis Digital, Politeknik Pertanian Negeri Pangkajene Kepulauan, Indonesia

³Jl. Poros Makassar-parepare Km 83, Desa Manadlle, Kec. Mandalle, Kabupaten Pangkajene - Kab. Pangkajene Kepulauan - Prop. Sulawesi Selatan 90655, Indonesia

⁴Bisnis Digital, Politeknik Bisnis Digital Indonesia

⁴Jl. Raya Cileungsi - Jonggol No. KM 3, Cileungsi Kidul, Kec. Cileungsi, Kabupaten Bogor, Jawa Barat 16820

⁵Administrasi Publik, Universitas Negeri Gorontalo, Indonesia

⁵Jl. Jenderal Sudirman No 6 Kec. Kota Tengah Kel. Wumialo, Kota Gorontalo, Indonesia

Email *: widyalusi@gmail.com

ABSTRACT

This research is a quantitative study with an explanatory approach, an approach that makes previous studies the main foundation for proving hypotheses at a higher stage, namely the proof stage. The data obtained by the researcher came from two hundred and ninety-five employees of Bank Mega Syariah spread throughout Indonesia. The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool. The result in this article show that the first hypothesis in this study, namely that the Work Ethics variable can have a positive relationship direction and a significant influence on Employee Performance and the Work Environment variable can strengthen the influence of the Work Ethics variable on Employee Performance. Based on the results of the third table above, the first hypothesis in this study can be accepted because the P-Values are positive and below the 0.05 significance level, namely 0.028. These results indicate that a good Work Ethics can create good relationships with superiors, fellow coworkers, and can make it easier for employees to complete their work. In the next hypothesis, the results of the third table above also show that the Work Environment variable can moderate the influence of the Work Ethics variable on Employee Performance. Based on this, the first and second hypotheses in this article.

Keywords: Work Ethics, Employee Performance, Work Environment

Introduction

The origin of ethics cannot be separated from the original word ethos in Greek which means custom or character. In other words, as in the meaning and Webster's dictionary, it means "a special character, sentiment, moral nature, or belief that guides a person, group or institution" [1]. Ethics for a person is manifested in moral consciousness which contains the belief in 'right and wrong' of something. Terminologically, the meaning of the word ethics is very close to the meaning of the Qur'anic term al-khuluq. There are several definitions of ethics according to Leonardus Saiman, ethics are: a. Ethics are standard actions that lead individuals in making decisions b. Ethics is a study of right and wrong and the moral choices made by a person. c. Ethical decisions are something right about standard behavior [2].

According to Ndura, work ethic is defined as the time or spirit that reflects the beliefs, habits, or behavior of a group of people. Meanwhile, M. Dawam Rahardjo defines work ethic as a fundamental, ingrained attitude pattern that consistently and continuously influences a person's behavior. Dawam Rahardjo's definition not only shapes individual behavior but also the work ethic of groups, communities, or society [3]. Therefore, work ethic influences work orientation and work results, which are also formed through the interaction of mental attitudes or behaviors of individuals, groups, or communities, as basic tendencies linked to the social, economic, political, and cultural structures of society [4].

Personal ethics concerns behavior in practicing business activities and deciding when and to what extent an individual should adhere to ethics. This ethics is principally based on experiences in the family, school, educational level, and religious beliefs. Ethics are guidelines used to implement a belief, standard, or thought within a particular individual, group, or community. Every individual's behavior will be judged by their

community [5]. The community can be in the form of a neighborhood, city, province, country, or work environment. Ethics are divided into 2 types [6]: 1. Descriptive ethics is ethics that critically and rationally examines human attitudes and behavior, as well as what each person pursues in their life as something valuable. This means that descriptive ethics speaks about facts as they are, namely about human values and behavior as facts related to cultural situations and realities. It can be concluded about the reality of experiencing values or without values in a society that is linked to certain conditions that allow humans to act ethically. 2. Normative ethics is ethics that determines various attitudes and behaviors that are ideal and should be possessed by humans or what should be carried out by humans and what actions are valuable in this life. So normative ethics are norms that can guide people to act well and avoid bad things, in accordance with the rules or norms that are agreed upon and apply in society.

Work ethic is the values that shape a person's personality at work. Work ethic is essentially formed and adhered to by a person in their work, which then forms a spirit that distinguishes one from another. The Islamic work ethic is thus a reflection of the personality of a caliph who works based on his or her conceptual abilities, which are creative and innovative [7]. A Muslim's work ethic is shaped by the faith that serves as his or her way of life, which provides the basic norms for building and fostering his or her transactions. A Muslim's faith demands that he or she be pious and moral, trustworthy, knowledgeable, capable, intelligent, meticulous, thrifty, diligent, persistent, and determined to work to the best of his or her ability to produce results for those interested. If an employee possesses all of these qualities, their performance will also be good [8].

Ethics in Islamic thought is included in practical philosophy (*al hikmah al amaliyah*) along with politics and economics. Ethics and religion are closely related to humans, regarding efforts to regulate their lives and behavior. Working hard as a form of responsibility and competition that encourages and aims to improve the quality of employee work. In other words, the Islamic work ethic shows that life without hard work has no meaning, and work time in economic activities is an obligation that must be fulfilled. Ethics in Islamic law, is part of morals [9]. Ethics is part of morals, because morals do not only concern human behavior in the form of external actions. However, this morality also encompasses broader matters, namely the fields of sharia, faith, worship, and muamalat [10]. The Prophet was born into the world with the aim of perfecting ethics. Ethics in the Islamic context, is based on or connected to the ethics in the Qur'an called "*khuluq*". The Qur'an also uses several other terms to define ethics, namely *khair* (goodness), *birr* (virtue), *qiat* (equality or similarity), *'adl* (balance and wisdom), *ma'ruf* (known and good), *haqq* (truth and rights), *taqwa* (piety) [11]. The ethical and moral foundations in Islamic economics, in essence, aim to prosper society in a just and balanced manner, because with this foundation, economic actors will not crush each other justly for self-interest without caring about others [12].

Based on the explanation above, researchers believe that work ethics can have a positive relationship and significant influence on employee performance [13]. According to Syamsir Torang in his book, performance is the quality or quantity of individual or group work results within an organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria, and measurements that have been established or applicable within the organization [14]. According to Sinamo, performance is a measure of an organization's success in achieving its mission. Meanwhile, Shadiliy says that performance is the effectiveness of achievements or results. This means that performance is an action that can be seen, observed, and made possible to achieve the expected things (goals) [15]. Performance can also be said to be a combination of abilities, efforts, and capabilities that can be seen from the results of work obtained during a certain period. Employee performance is very important in a company's efforts to achieve its goals. One way that can be used to monitor company development is by looking at the results of performance assessments. The targets that become the object of performance assessment are the skills and abilities of employees in carrying out a job or task that is evaluated using certain benchmarks objectively and is carried out periodically. Performance is a concrete work result that can be observed and can be measured [16].

Performance appraisal is the assessment of employee work performance and accountability. In global competition, companies demand high performance. Consequently, employees require feedback on their performance to guide their future behavior [17]. Performance appraisals, in principle, encompass both qualitative and quantitative aspects of job performance. Performance appraisal is a fundamental function of personnel management, sometimes also called performance review, performance appraisal, performance evaluation, employee evaluation, or personnel ranking [18]. All these terms refer to the same process. Performance is also defined as the actual work displayed by each individual as the work achievements produced by employees according to their role within the company. An employee, on the other hand, is someone who works for an institution (office, company, etc.) and receives a salary (wages). Based on the definition above, we can conclude that employee performance is someone who dedicates their life to a company or agency, devoting all their abilities to achieving company goals [19].

There are a number of previous studies [20]; [21] & [22] that show that the Work Ethic variable can have a positive relationship direction and a significant influence on Employee Performance. In contrast to the three studies above, this article adds the Work Environment variable as a moderating variable which is believed to strengthen the influence of the Work Ethic variable on the Employee.

Research Methods

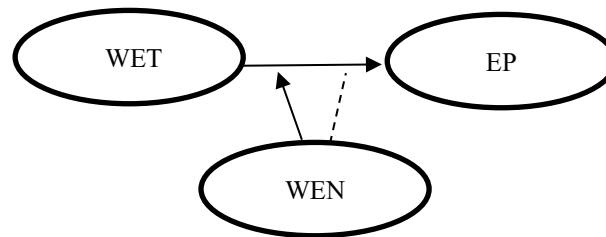


Figure 1. Model

Where:

WET: Work Ethic

EP: Employee Performance

WEN: Work Environment

The first image of the research model above shows that the Work Ethic variable can have a positive relationship direction and a significant influence on Employee Performance. This research is in line with a number of previous studies, namely [20]; [21] & [22], which both have the aim of analyzing the influence of Work Ethic on Employee Performance. In contrast to the research [20]; [21] & [22], this article adds the Work Environment variable as a moderating variable. This research is a quantitative study with an explanatory approach, an approach that makes previous studies the main foundation for proving hypotheses at a higher stage, namely the proof stage [23]. The data obtained by the researcher came from two hundred and ninety-five employees of Bank Mega Syariah spread throughout Indonesia [24]. The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool with the hypothesis below [25].

Hypothesis:

H1: The Influence of Work Ethic on Employee Performance

H2: Work Environment Can Moderate the Influence of Work Ethic on Employee Performance

Result and Discussion

Background Analysis

Leadership is an applied science of social sciences because its principles and formulations are helpful in improving human welfare. Understanding the meaning of the definition from various perspectives is necessary as a first step in understanding and studying leadership and its problems. [1] States that leadership is influencing a group to achieve a goal. According to [2] States that leadership is providing constructive influence to others to carry out a cooperative effort to achieve a planned goal. Leadership is the ability to influence, move, and direct an action on a person or group for a specific purpose. [3] Leadership is very important in an organization because the leader is the one who will move and direct the organization in achieving its goals. At the same time, this is not easy because the leader must understand each subordinate's different behavior. Subordinates are influenced so that they give their devotion and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve organizational goals is determined by leadership quality.

Leaders and those being led must understand the nature of leadership from a deep perspective. [4]a. Responsibility, not Privilege When a person is appointed or designated to lead an Institution or Agency, he carries a great responsibility as a leader who must be accountable for it, not only in front of humans, but also in front of Allah. Therefore, positions at all levels are not privileges, so a leader or official should not feel like a special person; he feels he must be privileged. He is furious if others do not treat him with respect. b. Sacrifice, Not Facilities Being a leader or official means not enjoying luxury or the pleasures of life with various pleasant worldly facilities. Still, he must be willing to sacrifice and show sacrifice, especially when the people he leads are in complex and harsh conditions. Therefore, it feels strange if in the State or Provincial Budget and the levels below it. There is a budget of tens or even hundreds of millions to buy clothes for officials, even though they could purchase expensive clothes with their own money before they became leaders or officials. c. Hard work, not relaxing. Leaders have a great responsibility to face and overcome various problems that haunt the people they lead, direct their lives to live a good and proper life, and achieve progress and prosperity. For that, leaders must work hard with complete sincerity and optimism. Serving, not Arbitrary. A leader is a servant to the people he leads; therefore, becoming a leader or official means gaining great authority to be able to serve the community with better service than the previous leader [5]. Therefore, every leader must have a vision and mission of service to the people he leads to improve the welfare of life, this means there is no desire whatsoever to lie to his people, let alone sell the people, speak on behalf of the people, or the interests of the people, when in fact it is for the

benefit of himself, his family, or his group. If a leader like this exists, this is the greatest traitor. e. Exemplary and Pioneering, not a Follower. In all forms of goodness, a leader should be an example and a pioneer, not a follower who has no attitude towards the values of truth and goodness. When a leader calls for honesty from the people he leads, he has shown that honesty. When he calls for a simple life in material matters, he shows simplicity, not luxury. Society is very demanding of a leader who can be a pioneer and role model in goodness and truth [6].

Leadership theory is a generalization of a series of leadership behaviors and concepts, highlighting the historical background, causes of leadership, requirements for leaders, main characteristics of leaders, main tasks and functions, and ethics of the leadership profession [7]. Leadership theory generally tries to explain and interpret leaders and leadership by presenting several aspects, including [8]: 1) Historical background of leaders and leadership. Leadership emerged in line with human civilization. Leaders and leadership are always needed in every era. 2) Reasons for the emergence of leaders. There are several reasons why someone becomes a leader, including a) Someone is born destined to be a leader, b) Someone becomes a leader through preparation and education efforts, and is driven by their own will. B) Someone becomes a leader if, from birth, they have leadership talent, which they develop through education and experience and by environmental demands.

Theories in leadership generally show differences because each theorist has their own emphasis, which is viewed from a particular aspect. [9]The following are Theories in Leadership: a. Trait Theory. This theory is based on the basic idea that a leader's success is determined by the traits, temperament, or characteristics possessed by the leader. Based on this idea, the assumption arises that becoming a successful leader is determined by the leader's abilities. [10]. And the personal abilities in question are the qualities of a person with various traits, temperaments, or characteristics. The ideal characteristics that a leader needs to have, according to [11]1) Broad general knowledge, strong memory, rationality, objectivity, pragmatism, flexibility, adaptability, and future orientation. 2) Inquisitive nature, a sense of punctuality, a high sense of cohesion, a sense of discovery, exemplary, assertiveness, courage, an anticipatory attitude, a willingness to be a good listener, integrative capacity. 3) Ability to grow and develop, analyze, determine priorities, distinguish between urgent and vital, have educational skills, and communicate effectively.

Although Trait Theory has several weaknesses (including: being too descriptive, there is not always a relevance between traits considered superior and leadership effectiveness) and is regarded as an outdated theory, if we reflect on the moral and ethical values contained in it regarding the various formulations of traits, characteristics or temperaments of leaders, they are very much needed by leadership that applies the principle of exemplary behavior. [12]. The basic idea of this theory is that leadership is an individual's behavior when carrying out activities to direct a group towards achieving goals. In this case, leaders have behavioral descriptions. [13]1) Consideration and initiation structure. The behavior of a leader who tends to prioritize subordinates has the characteristics of being friendly, willing to consult, support, defend, listen, accept suggestions, and think about the welfare of subordinates, and treat them on the same level as himself. In addition, there is a tendency for leaders to prioritize organizational tasks. 2) Oriented to subordinates and production. The behavior of a leader who is oriented to subordinates is characterized by an emphasis on superior-subordinate relationships, the leader's attention to satisfying the needs of subordinates, and accepting differences in personality, abilities, and behavior of subordinates. Meanwhile, leaders who are oriented towards production tend to emphasize the technical aspects of work, prioritizing the implementation and completion of tasks and achieving goals. On the other hand, the behavior of leaders according to the leadership continuum model is twofold: oriented towards leaders and subordinates. Meanwhile, based on the leadership graphic model, the behavior of each leader can be measured through two dimensions, namely their attention to results/tasks and subordinates/work relationships. The tendency of leader behavior cannot be separated from the problem of leadership function and style [14].

In addition to leadership theory, there is also leadership style. Leadership style is how the leader acts towards their subordinates. To be clearer, an explanation of leadership style will be presented based on the opinions of several experts. According to [15]Leadership Style is a way for leaders to interact with their subordinates. Meanwhile, another opinion states that Leadership Style is a pattern of behavior (words and actions) of a leader that others feel. [16]Leadership style is behavior and strategy resulting from a combination of philosophy, skills, traits, and attitudes. A leader often applies this style when he tries to influence the performance of his subordinates. [17]. One type of leadership style is the resonant leadership style.

Resonance is the vibrating power of an object that can vibrate other objects around it. Resonant power always occurs around us, and we can do it even if we don't have charisma. For example, if someone yawns in a boring training class, it will unconsciously make us yawn too. Or when you are busy having a serious conversation with someone, unconsciously, the movements of one of them will be followed by the other person. Either by changing your sitting position, trying to cross your arms, putting your hands on your hips, holding your chin, and so on. Resonance power can be learned and helps influence a group of people to want to (unconsciously) follow orders in carrying out tasks. Resonant leadership is an aspect that can give birth to a resonant leader. Dr. Anne McKee, a lecturer at the Singapore Institute of Management, in her book "Resonant Leader", explains a way to understand how people can develop Emotional Intelligence (EI) and maintain resonant leaders through

mind, body, heart, and spirit. “People understand the ‘what’ of leadership: the strategy, implementation, and control. What only a few understand is the ‘how’ of leadership. This involves moving people through guiding emotions & passion. Resonance leaders are adept at painting compelling pictures that inspire their subordinates.”[18].

Why is Emotional Intelligence (EI) now very much needed in addition to Intelligence Quotient (IQ) by managers, because employees need leaders who function as “emotional shock absorbers,” namely, they want to be resonated with the respect they have based on the trust relationship that is built. Therefore, they expect leaders to have integrity in behaving emotionally based on trust and honesty in relationships.

Validity Test

The initial stage, and the opening gateway to this research, is the verification stage for data obtained from 290 employees of Bank Mega Syariah Indonesia spread throughout Indonesia. This data must be valid before passing through the next stages, namely reliability testing and path consistency testing [26].

Table 1. Validity Test

Variable	Question Item	Loading Factor
Work Ethic (X)	Work Ethics Can Influence Employee Performance	0.882
	A good work ethic can improve employee relationships with superiors.	0.911
	A good work ethic can improve employee relationships with coworkers.	0.896
	Work Ethics Can Make It Easier for Employees to Complete Their Work	0.895
Employee Performance (Y)	Employee Performance Can Be Influenced by Work Ethics	0.921
	Employee Performance Can Be Influenced by the Work Environment	0.933
	Employee Performance Can Be Influenced by Good Relationships with Superiors	0.945
	Employee Performance Can Be Influenced by Good Relationships with Fellow Employees	0.952
Work Environment (Z)	Work Environment Can Influence Employee Performance	0.988
	The Work Environment Can Strengthen the Influence of Work Ethics on Employee Performance	0.992

Valid > 0.70

Reliability Test

The results of the ten-question questionnaire distributed by the researcher to 290 Bank Mega Syariah employees across Indonesia. The data distributed by the researcher has been tested for validity, and each question showed a loading factor value above 0.70. Thus, it can be concluded that the data is valid. The next stage is the reliability testing stage in this article. The results are as follows [26]:

Table 2. Reliability Test

Variable	Cronbach Alfa	Composite Reliability	Noted
Work Ethic	0.897	0.855	Reliable
Employee Performance	0.942	0.895	Reliable
Work Environment	0.981	0.931	Reliable

Reliable > 0.70

Path Coefisien

The final stage is the Path Coefficient test, which serves to determine whether each hypothesis in this article has been successfully proven or not. This proof serves as a standard for the success of the researcher's hypothesis, which was built on three previous studies, namely [20]; [21] & [22]. Based on this, the following are the results of the Path Coefficients in this article [27]:

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	WET->EP	0.028	Accepted
Indirect Influence	WEN* WET->EP	0.000	Accepted

Significant Level < 0.05

The results of the third table above show the first hypothesis in this study, namely that the Work Ethics variable can have a positive relationship direction and a significant influence on Employee Performance and the Work Environment variable can strengthen the influence of the Work Ethics variable on Employee Performance.

Based on the results of the third table above, the first hypothesis in this study can be accepted because the P-Values are positive and below the 0.05 significance level, namely 0.028. These results are in line with the three previous studies, namely [20]; [21] & [22]. These results indicate that a good Work Ethics can create good relationships with superiors, fellow coworkers, and can make it easier for employees to complete their work. In the next hypothesis, the results of the third table above also show that the Work Environment variable can moderate the influence of the Work Ethics variable on Employee Performance. Based on this, the first and second hypotheses in this article.

Conclusion

The results of the third table above show the first hypothesis in this study, namely that the Work Ethics variable can have a positive relationship direction and a significant influence on Employee Performance and the Work Environment variable can strengthen the influence of the Work Ethics variable on Employee Performance. Based on the results of the third table above, the first hypothesis in this study can be accepted because the P-Values are positive and below the 0.05 significance level, namely 0.028. These results are in line with the three previous studies, namely [20]; [21] & [22]. These results indicate that a good Work Ethics can create good relationships with superiors, fellow coworkers, and can make it easier for employees to complete their work. In the next hypothesis, the results of the third table above also show that the Work Environment variable can moderate the influence of the Work Ethics variable on Employee Performance. Based on this, the first and second hypotheses in this article.

References

- [1] F. S. Syahputra, "Pengaruh Disiplin Kerja, Etika Dan Konflik Kerja Terhadap Kinerja Karyawan Pada Pt Pasti Jaya Elektrik Medan," Universitas Muhammadiyah Sumatera Utara Medan, 2016.
- [2] I. N. Insyani, "Hubungan Etika Kerja Dengan Komitmen Kerja Pada Karyawan," *Psikoborneo J. Ilm. Psikol.*, Vol. 7, No. 4, Pp. 587–595, 2019, Doi: 10.30872/Psikoborneo.V7i4.4837.
- [3] A. M. S. Dewi And Suhardi, "Pengaruh Disiplin, Etika Kerja Dan Lingkungan Terhadap Kinerja Karyawan Pt Sentosa Prima Utama," *Sci. J. J. Ilm. Mhs.*, Vol. 3, No. 2, Pp. 1–10, 2021, [Online]. Available: https://ejournal.upbatam.ac.id/index.php/scientia_journal/article/view/2855
- [4] N. Nurhasanah, J. Jufrizen, And Z. Tupti, "Pengaruh Etika Kerja, Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Jesya (Jurnal Ekon. Ekon. Syariah)*, Vol. 5, No. 1, Pp. 245–261, 2022, Doi: 10.36778/Jesya.V5i1.618.
- [5] R. Syahnita, "Pengaruh Etika Kerja Dan Loyalitas Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Tabungan Negara Syariah Medan," Universitas Muhammadiyah Sumatera Utara, 2021.
- [6] Rida Oktari Yanesti, "Pengaruh Etika Kerja Dan Promosi Jabatan Terhadap Kinerja Karyawan Pada Pt.Tirta Sibayakindo Kabupaten Karo," Universitas Medan Area Medan, 2018.
- [7] A. Hadiansyah And R. P. Yanwar, "Pengaruh Etos Kerja Terhadap Kinerja Karyawan Pt. Ae," *J. Al-Azhar Indones. Seri Hum.*, Vol. 3, No. 2, P. 150, 2017, Doi: 10.36722/Sh.V3i2.204.
- [8] F. Adib And B. Santoso, "Upaya Penigkatan Prestasi Belajar Siswa Dengan Disiplin Kerja Guru," *J. Pendidik. Manaj. Perkantoran*, Vol. 1, No. 1, P. 198, 2016, Doi: 10.17509/Jpm.V1i1.3388.
- [9] B. Rum, G. Sendow, And M. Pandowo, "Pengaruh Etika Kerja, Keterlibatan Kerja Dan Kepribadian Terhadap Kinerja Karyawan Pt. Telkom (Persero)," *J. Emba*, Vol. 7, No. 1, Pp. 591–600, 2019.
- [10] P. Afandi, *Manajemen Sumber Daya Manusia*. Yogyakarta: Nusa Media, 2018.
- [11] Veithzal Rivai, *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: Murai Kencana, 2005.
- [12] Marwansyah, *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta, 2012.
- [13] E. R. Lestari And N. K. F. Ghaby, "The Influence Of Organizational Citizenship Behavior (Ocb) On Employee's Job Satisfaction And Performance," *Ind. J. Teknol. Dan Manaj. Agroindustri*, Vol. 7, No. 2, Pp. 116–123, 2018, Doi: 10.21776/Ub.Industria.2018.007.02.6.
- [14] D. Winda Meidina And Dan S. Netty Laura, "The Effect Of Employees' Mental Health On Performance Mediated By Welfare In The Workplace (Empirical Study On Information Technology Division Employees During Work From Home)," *Bus. Manag. J.*, Vol. 18, No. 1, Pp. 85–105, 2022, Doi: 10.30813/Bmj.
- [15] M. Tambrin, B. Sudarsono, And D. Ayuningsih, "Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Upt Crew Ka Surabaya Kota Pt. Kai Daop Viii Melalui Motivasi Sebagai Variabel Intervening," *Eco-Entrepreneurship*, Vol. Vol 2 No 2, No. 2, Pp. 1–14, 2021, [Online]. Available: <https://ceredindonesia.or.id/index.php/akmami/article/view/309%0ahttps://ceredindonesia.or.id/index.php/akmami/article/download/309/298>
- [16] R. Setiawan And R. Idham, "Pengaruh Kreativitas Dan Pengembangan Karier Terhadap Prestasi Kerja

- Karyawan (Studi Kasus Di Hotel Teraskita Cawang Jakarta),” *J. Pariwisata*, Vol. 9, No. 2, Pp. 151–160, 2022, Doi: 10.31294/Par.V9i2.13893.
- [17] Wahyu Putri Agustin, “Pengaruh Keterlibatan Karyawan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Badan Narkotika Nasional Provinsi Sumatera Utara,” *Issn 2502-3632 Issn 2356-0304 J. Online Int. Nas. Vol. 7 No.1, Januari – Juni 2019 Univ. 17 Agustus 1945 Jakarta*, Vol. 53, No. 9, Pp. 1689–1699, 2020, [Online]. Available: Www.Journal.Uta45jakarta.Ac.Id
 - [18] H. Septianingsih, “Pengaruh Green Human Resource Management Terhadap Komitmen Organisasional Dan Kinerja Lingkungan Pada Pt Pln (Persero) Unit Induk Wilayah Sulselrabar,” 2022.
 - [19] R. Julianita, “Pengaruh Program Pengembangan Karir Terhadap Kinerja Karyawan,” *Jemasi J. Ekon. Manaj. Dan Akunt.*, Vol. 14, No. 1, Pp. 55–63, 2018, Doi: 10.35449/Jemasi.V14i1.20.
 - [20] Yulyanti, “Pengaruh Etika Kerja, Kemampuan Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan Di Bank Mega Syariah Kantor Cabang Mataram,” 2021.
 - [21] D. Prameswari, “Pengaruh Etika Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Bri Syariah Kantor Cabang Kediri),” *Skripsi Inst. Agama Islam Negeri Ponorogo*, Vol. 4, No. 1, Pp. 1–91, 2020.
 - [22] Nurmila, “Pengaruh Etika Kerja Terhadap Kinerja Karyawan Pada Bank Muamalat Kota Palopo (Dalam Perspektif Etika Kerja Islam),” Institut Agama Islam Negeri (Iain) Palopo, 2016.
 - [23] Handoko, *Manajemen Personalia & Sumber Daya Manusia*. Yogyakarta: Bpfe, 2000.
 - [24] A. Manzilati, *Metodologi Penelitian Kualitatif Paradigma, Metode, Dan Aplikasi*. Malang: Ub Press, 2017.
 - [25] Jonathan Sarwono, *Meode Penelitian Kualitatif Dan Kuantitatif*. Bandung: Graha Ilmu, 2016.
 - [26] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program (Ibm. Spss)*. Diponogoro: Univrsitas Dipenogoro, 2016.
 - [27] M. Sarstedt, C. M. Ringle, D. Smith, R. Reams, And J. F. Hair Jr, “Partial Least Squares Structural Equation Modeling (Pls-Sem): A Useful Tool For Family Business Researchers,” *J. Fam. Bus. Strateg.*, Vol. 5, No. 1, Pp. 105–115, Mar. 2014.