

THE IMPACT OF WORK DISCIPLINE, WORK ENVIRONMENT, AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE AT THE CIVIL SERVICE POLICE UNIT AND FIRE DEPARTMENT OF KLUNGKUNG

Yuni Pranatita Adiswari^{1)*}, Ida Ayu Putu Sri Widnyani¹⁾, I Wayan Astawa¹⁾
Universitas Ngurah Rai Bali, Indonesia^{1)}*
*Email: pranatitayuni@gmail.com**

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Abstract

Regional Government has a very important role and position, especially in providing good Public Services which must be supported by the role of Civil Servants because Civil Servants are in an effort to achieve national goals so that government officials must have good performance, so the problem can be formulated in research This is whether work discipline, work environment and emotional intelligence influence the performance of Civil Service Police Unit Employees in the Civil Service Police Unit and the Klungkung Regency Fire Department. Data collection in this research was carried out by means of documentation, observation, interviews and questionnaires with 127 people. The collected questionnaires were then analyzed using the Structure Equation Model (SEM). The results of the first hypothesis test show that there is a positive and significant influence between work discipline on the performance of Civil Service Police Unit employees. The results of the second hypothesis test show that there is a positive and significant influence between the work environment on the performance of Civil Service Police Unit employees. The results of the third hypothesis test show that there is a positive and significant influence between emotional intelligence on the performance of Civil Service Police Unit employees. Based on the calculation results, it shows that work discipline, work environment and emotional intelligence have a positive effect on the performance of Civil Service Police Unit employees in the Klungkung Regency Civil Service Police and Fire Department Units.

Keywords: Emotional intelligence, Employee performance, Work discipline, Work environment.

A. INTRODUCTION

Local Government refers to the administration at the regional level, which is an integral part of the central government (Ayu & Charis, 2022; Juwanto & Kuntadi, 2023; Vitriana, Agustian, & Ahyaruddin, 2022). Local governments play a crucial role, especially in providing public services aimed at enhancing the welfare, prosperity, security, justice, and peace for the community (Banunaek et al., 2022; Karlinda et al., 2021; Maninggasa, 2022). Therefore, to conduct effective governance, it must be supported by the role of civil servants, as they are the state apparatus responsible for executing governance and development in the pursuit of national goals. As such, government apparatuses must exhibit good performance.

According to Mangkunegara (2011), "Performance is the result of work, both in terms of quality and quantity, that has been achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them." Here, quality refers to the aspects of

cleanliness, precision, and accuracy in performing tasks and duties. Meanwhile, quantity refers to the volume of work that needs to be completed by the employee.

The Civil Service Police Unit (Satpol PP), as a regional apparatus, plays a significant role in public service at the regional level (Suhendi, 2021; Tamrin & Kurniati, 2021; Tiar, 2022). The Civil Service Police Unit is tasked with assisting the Regional Head in enforcing regional regulations and decrees. In addition, the Civil Service Police Unit is also required to enforce other policies of the Regional Head. To ensure the effective performance of the Civil Service Police Unit in maintaining public order, peace, and protection, there needs to be an improvement, particularly in the performance of human resources. The phenomenon observed in the field indicates that the performance of Civil Servants in the Civil Service Police Unit of Klungkung Regency is not yet optimal, as shown in the following table:

Table 1.
Performance Indicator Achievements of the Civil Service Police Unit and Fire
Department of Klungkung Regency from 2021 to 2023

| N o | Year | Regional Budget APBD | Realizat ion | Achiev ment |
|----------------|-------------|-------------------------------------|-------------------------|------------------------|
| 1 | 2021 | 16.586.552. 916 | 16.101.8 95.550 | 97,08 |
| 2 | 2022 | 16.868.420. 541 | 16.332.6 47.175 | 96,82 |
| 3 | 2023 | 18.146.925. 209 | 17.546.4 18.203 | 96,69 |

Source: Baperlitbang Klungkung Regency Document

Table 1.1 above shows that the Performance Achievement of the Civil Service Police Unit of Klungkung Regency in 2021 reached 97.08%, in 2022 it reached 96.82%, and in 2023 it reached 96.69%. This indicates that based on the performance achievement data of the past three years, the Civil Service Police Unit has not yet met the expected targets.

To achieve optimal performance, work discipline is required so that an organization's goals can be attained. According to Edy Sutrisno (2016) in (Singodimejo & Sutrisno, 2016), "Discipline is an individual's behavior that complies with existing regulations, work procedures, or discipline is an attitude, behavior, and actions that are in accordance with the organization's written and unwritten rules."

The work environment is also a factor that can influence employee performance. According to Simamora (2018:42), "the work environment can broadly be divided into two types: physical and non-physical work environments." Meanwhile, according to Mangkunegara (2006), the work environment includes "clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious work relationships, a dynamic work climate, career opportunities, and adequate work facilities."

In addition to discipline and the work environment, another factor that can affect employee performance is emotional intelligence. According to Pramudya (2016), "emotional intelligence is the ability to understand one's own feelings and the feelings of others, to motivate oneself, and to manage emotions well within oneself and in relationships with others." With this emotional intelligence, employees can manage their emotions appropriately, which in turn will enhance their support in improving employee performance. The ability to manage emotions refers to the employee's ability to control their own feelings

so that they do not explode and ultimately influence their behavior appropriately. Maturity and wisdom indicate intelligence in terms of emotions. Emotional intelligence can develop in line with age and experience.

Based on the explanation above, it is evident how important the role of work discipline, work environment, and emotional intelligence is in improving employee performance, which requires an organization to pay attention to these factors in its operations.

B. LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2011), the term performance originates from the words Job Performance or Actual Performance, which means work achievement or the actual achievements attained by an individual. The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out their functions according to the responsibilities assigned to them.

Simamora (2012) states that "performance refers to the level of achievement of tasks that constitute an employee's job. Performance reflects how well an employee meets the requirements of a job."

Work Discipline

According to Rivai (2009), "Discipline is the most important operative function of HRM because the better the discipline of employees in a company, the higher the work performance that can be achieved." Kreitner (2018) states: "Discipline is obedience to rules or regulations. Regulations refer to a set of rules that apply to create orderly and organized conditions. Therefore, discipline involves adhering to regulations in all aspects of life, including religion, culture, social interactions, school, and others. In other words, discipline is a condition created and formed through a process of a series of individual behaviors that demonstrate the values of obedience, loyalty, orderliness, and regularity."

Work Environment

The work environment is one of the factors that can influence employee performance because if the work environment is supportive, it can create a sense of comfort in working. Conversely, if an employee works in an inadequate and unsupportive work environment, it will make the employee lazy and easily fatigued, leading to low performance. According to Sinambela (2016), "The work environment encompasses all conditions that relate to work relationships, whether with superiors, colleagues, or subordinates." Furthermore, according to Sopiah (2016), "the work environment involves psychological aspects (related to the mind and soul) of the work environment."

Emotional Intelligence

Goleman (1998) in Fadhli (2018) states that "emotional intelligence is a person's ability to recognize their own feelings and those of others, motivate themselves, and manage emotions well in social interactions. Emotional intelligence works synergistically with cognitive skills; high achievers possess both." Gibson (2016) states that "emotional intelligence is the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others."

Hypothesis

Based on the problem statement and literature review described above, the hypothesis of this study is...

- 1) There is a significant influence of work discipline on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency.

- 2) There is a significant influence of the work environment on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency.
- 3) There is a significant influence of emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency.
- 4) There is a significant influence of work discipline, work environment, and emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency.

C. RESEARCH METHODOLOGY

population refers to the generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher for study and conclusion drawing. The population in this study comprises the employees of the Civil Service Police Unit at the Civil Service Police Unit and Fire Department of Klungkung Regency, totaling 75 Civil Servants of the Civil Service Police Unit and 112 Non-Civil Servants of the Civil Service Police Unit, making the total population 187 individuals.

Sample is a portion of the population's quantity and characteristics (Sugiyono, 2013). Using the Slovin formula, the sample size used in this study amounts to 121 respondents. The sampling was determined using a sampling technique, which is part of the sampling method. This study employed a sampling technique that gives each element (member) of the population an equal opportunity to be selected as a sample member. The primary requirement for using Probability Sampling is that the sample is taken from a homogeneous population. The technique used is Simple Random Sampling, where members are randomly selected from the population without considering the strata within that population.

Data collection in this study was conducted using a questionnaire. The instrument in this research was a questionnaire with a Likert scale of 1-5, where respondents were given the freedom to express their opinions or experiences regarding the indicators in the questionnaire. A score of 1 indicates strong disagreement, 2 indicates disagreement, 3 indicates neutral or moderate agreement, 4 indicates agreement, and 5 indicates strong agreement. The analysis technique used in this study is the Structural Equation Model (SEM).

D. RESULTS AND DISCUSSIONS

Data Analysis

Hypothesis testing in Partial Least Square can be conducted using the bootstrapping method. The bootstrapping method also allows for the observation of the values of the structural path coefficients. The following are the results of the test using bootstrapping.

Tabel 2
Direct Effect X1 To Y

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| X1 -> Y | 0.224 | 0.223 | 0.087 | 2.584 | 0.010 |

Source: Data processed, 2024

The results of the first hypothesis test show that the relationship between the work discipline variable and employee performance has a correlation value of 0.224 with a P-Value

of $0.010 < 0.05$. This value indicates a positive and significant influence of work discipline on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. The higher the work discipline, the higher the employee performance.

Tabel 3
Direct Effect X2 To Y

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| X2 -> Y | 0.338 | 0.341 | 0.085 | 3.977 | 0.000 |

Source: Data processed, 2024

The results of the second hypothesis test show that the relationship between the work environment variable and employee performance has a correlation value of 0.338 with a P-Value of $0.000 < 0.05$. This value indicates a positive and significant influence of the work environment on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. The better the work environment, the higher the employee performance.

Gambar 4
Direct Effect X3 To Y

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| X1 -> Y | 0.224 | 0.223 | 0.087 | 2.584 | 0.010 |

Source: Data processed, 2024

The results of the third hypothesis test show that the relationship between the emotional intelligence variable and employee performance has a correlation value of 0.370 with a P-Value of $0.000 < 0.05$. This value indicates a positive and significant influence of emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. The higher the emotional intelligence of the employees, the higher their performance.

Tabel 5
Value R-Square

| | R Square | R Square Adjusted |
|----------|-----------------|--------------------------|
| Y | 0.592 | 0.582 |

Source: Data processed, 2024

Based on the calculation results, it shows that work discipline, work environment, and emotional intelligence have a positive and significant effect on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. This is evidenced by an R-Square value of 0.592 or 59.2%. This

indicates that higher work discipline, better work environment, and higher emotional intelligence are associated with better employee performance.

Impact of Work Discipline on the Performance of the Civil Service Police Unit Employees at Klungkung Regency

The results of the first hypothesis test indicate that the relationship between the work discipline variable and employee performance has a correlation value of 0.224 with a P-Value of $0.010 < 0.05$. This value means there is a positive and significant impact of work discipline on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. The higher the work discipline of employees, the better their performance will be. This is because employee discipline affects their performance. Work discipline refers to the willingness and adherence of employees to company regulations and norms to achieve optimal results. Employees with high work discipline are likely to complete their tasks effectively, thereby improving their performance.

These findings are consistent with previous research by Pratiwi et al., (2023), which demonstrates that work discipline has a significant positive impact on employee performance. Research by Adinatha Gama (2023) shows that work discipline affects employee performance in the Protocol and Leadership Communication Section of Badung Regency. Wahyudi (2019) also found that discipline contributes significantly to performance.

Impact of the Work Environment on the Performance of the Civil Service Police Unit Employees at Klungkung Regency

The results of the second hypothesis test show that the relationship between the work environment variable and employee performance has a correlation value of 0.338 with a P-Value of $0.000 < 0.05$. This value indicates a positive and significant impact of the work environment on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. The better the work environment, the better the employee performance. This is because the work environment affects employee performance. The work environment refers to the conditions surrounding the workers that influence their ability to perform tasks, both directly and indirectly, affecting organizational or company performance. Employees who experience a good work environment are likely to perform better. A supportive work environment makes employees feel comfortable and secure, leading to more optimal performance.

These findings align with previous research by Pratiwi et al., (2023), which shows that the work environment has a significant positive impact on employee performance. Research by Yuni Astuti (2023) indicates that the work environment has a positive and significant impact on employee performance. Putra Subakti (2021) also found that the work environment positively and significantly affects job satisfaction.

Impact of Emotional Intelligence on the Performance of the Civil Service Police Unit Employees at Klungkung Regency

The results of the third hypothesis test show that the relationship between the emotional intelligence variable and employee performance has a correlation value of 0.370 with a P-Value of $0.000 < 0.05$. This value indicates a positive and significant impact of emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. The higher the emotional intelligence of employees, the better their performance. This is because emotional intelligence affects employee performance. Emotional intelligence involves self-awareness in managing emotions, self-motivation, and expressing empathy for others. Employees who can manage their emotions effectively are likely to perform better. Emotional intelligence helps employees resolve conflicts or issues in the workplace wisely and motivates them to enhance

their performance. This becomes a positive factor for employees with good emotional intelligence in improving their performance.

These findings are consistent with previous research by Badarudin Atmajaya (2022), which shows that employee performance is influenced by emotional intelligence. Research by Dwi Gunayasa (2022) indicates that emotional intelligence has a positive and significant effect on civil servant performance. The results indicate that work discipline, work environment, and emotional intelligence all positively impact the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. This is confirmed by an R-Square value of 0.592 or 59.2%. Thus, higher levels of work discipline, a better work environment, and higher emotional intelligence are associated with improved employee performance. Work discipline, the work environment, and emotional intelligence are crucial for enhancing employee performance. With high work discipline, a supportive work environment, and strong emotional intelligence, employees will be more motivated to work and achieve optimal performance.

These findings align with previous research by Pratiwi et al., (2023), which demonstrates that work discipline, the work environment, and emotional intelligence have significant positive impacts on employee performance.

E. CONCLUSION

Based on this study, which aims to examine the effect of work discipline, work environment, and emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency, the researcher can conclude the following: 1. The first hypothesis test results show that there is a relationship between work discipline and employee performance, with a correlation value of 0.224 and a p-value of $0.010 < 0.05$. This indicates a positive and significant effect of work discipline on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. 2. The second hypothesis test results show that there is a relationship between the work environment and employee performance, with a correlation value of 0.338 and a p-value of $0.000 < 0.05$. This indicates a positive and significant effect of the work environment on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. 3. The third hypothesis test results show that there is a relationship between emotional intelligence and employee performance, with a correlation value of 0.370 and a p-value of $0.000 < 0.05$. This indicates a positive and significant effect of emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency. 4. The fourth hypothesis test results show that there is a relationship between work discipline, work environment, and emotional intelligence with employee performance, with an R-Square value of 0.592 or 59.2%. This indicates a positive effect of work discipline, work environment, and emotional intelligence on the performance of the Civil Service Police Unit employees at the Civil Service Police Unit and Fire Department of Klungkung Regency.

Based on the conclusions of the research, several recommendations can be made: 1. For the work discipline variable, the statement with the lowest average value is: "Employees come to work on time." Based on these results, it is suggested that the leadership of the Civil Service Police Unit and Fire Department of Klungkung Regency pay more attention to employee attendance, enforce strict penalties for employees who are late or frequently absent, as work discipline affects employee performance. 2. For the work environment variable, the statement with the lowest average value is: "The arrangement of the workspaces is very good." Based on these results, it is recommended that the leadership of the Civil Service

Police Unit and Fire Department of Klungkung Regency improve workspace arrangements to make employees feel comfortable, thereby optimizing their work and enhancing performance. 3. For the emotional intelligence variable, the statement with the lowest average value is: "I understand the emotions of my colleagues." Based on these results, it is hoped that employees will get to know each other better and build good cooperation in their work, which will help them understand each other's emotions and improve work outcomes. 4. For the employee performance variable, the statement with the lowest average value is: "Employees attend work according to applicable regulations." Based on these results, it is hoped that management will evaluate attendance records and impose strict penalties on employees who do not adhere to regulations, to improve performance. 5. For future researchers, given the limitations of this study, it is expected that they will conduct more in-depth investigations into the effects of work discipline, work environment, and emotional intelligence on employee performance to obtain more accurate results. Additionally, future researchers should consider examining other variables not included in this study model that may affect employee performance, such as compensation, work motivation, and workload.

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