

THE INFLUENCE OF ABILITY AND COMMITMENT ON EMPLOYEE PERFORMANCE THROUGH DISCIPLINE IN IMPLEMENTING THE BANUA SIBOHOU II VILLAGE DEVICE GOVERNMENT SYSTEM

Opernius Zalukhu^{1)*}, Bobby Indra Prayoga¹⁾, Saima Rambe¹⁾

Universitas Pembinaan Masyarakat Indonesia (UPMI) Medan, Indonesia¹⁾

*Email: operniuszalukhu12@gmail.com**

Article History

Received: 30 June 2025

Accepted: 17 July 2025

Published: 31 August 2025

Abstract

This research is motivated by concerns over the low performance of village government officials, especially in Banua Sibohou II Village, Alasa Subdistrict, North Nias Regency, due to gaps in employee ability, organizational commitment, and work discipline. The urgency of this study lies in addressing public service quality by strengthening internal human resource factors. The significance of this research rests on its contribution to understanding how employee capacity and commitment influence performance through the mediating role of work discipline. The research method used is a quantitative approach with a causal design. Data were collected through questionnaires distributed to 35 village government employees. The data were analyzed using path analysis to evaluate direct and indirect relationships among variables. Data validation involved classical assumption testing, multiple linear regression, and statistical significance testing. The findings show that both ability and commitment have a significant and positive effect on employee performance, directly and indirectly through discipline. Work discipline also significantly influences performance. The study highlights that improving employee capability and fostering commitment, supported by a strong culture of discipline, is crucial in enhancing government apparatus performance at the village level. Therefore, it is recommended that local administrations implement regular capacity-building programs, strengthen value-based leadership, and enforce consistent discipline to improve overall governance performance.

Keywords: Ability, Commitment, Discipline, Employee Performance

A. INTRODUCTION

Improving the quality of public services is a key indicator of successful governance, particularly at the village level, which serves as the spearhead of national development and the implementation of regional autonomy. In practice, the performance of village officials is crucial for achieving efficient, effective, and accountable public services. However, various issues related to low official performance persist, as observed at the Banua Sibohou II Village Head's Office, Alasa District, North Nias Regency.

The author's initial observations indicate a number of problems, such as high rates of absenteeism, lateness, and a lack of awareness of work hour regulations. There have even

<http://jurnaldialektika.com/>

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia

P-ISSN: 1412 -9736

E-ISSN: 2828-545X

been cases of abuse of office for personal gain involving money from residents, reflecting a lack of integrity and commitment to public duties. This situation contradicts the spirit of bureaucratic reform, which prioritizes clean and pro-people public services.

According to Mangkunegara (2017), employee performance is influenced by ability and motivation. Ability encompasses technical expertise and knowledge, while motivation is closely related to commitment and discipline. Luthans (2015) defines commitment as a form of loyalty and emotional attachment to an organization, while Rivai (2016) emphasizes the importance of discipline in work behavior that adheres to regulations. All three are interrelated in influencing employee performance.

Previous research has demonstrated a relationship between ability, commitment, work discipline, and employee performance. Astuti et al. (2022) found that ability and discipline significantly impact performance. Wahyu (2019) highlighted that organizational commitment influences performance directly and through work discipline as an intermediary. Dwi et al. (2020) added that low discipline hinders the achievement of organizational goals. However, the majority of these studies focus on central agencies and the private sector, resulting in limited research on village conditions.

This research offers a novel contribution by integrating three key variables—ability, commitment, and work discipline—into a comprehensive model focused on the village government context. The added value of this study is the use of work discipline as a mediating variable to examine the indirect influence of ability and commitment on employee performance. This approach provides a more comprehensive picture of the factors influencing the work quality of village officials.

The urgency of this research is based on the importance of strengthening human resources in villages, given their strategic role in development and public services. In the era of regional autonomy and budget decentralization, villages are required to implement transparent and accountable governance. Therefore, improving employee competence, commitment, and discipline is a top priority. Without these aspects, the effectiveness of village programs will be compromised and public trust in officials may decline.

Specifically, this study aims to examine whether employee competence and commitment directly impact performance, and the extent to which work discipline acts as a mediator between the two. From a theoretical perspective, this research is expected to enrich the literature in the field of public administration and human resource management, particularly within the village bureaucracy. Practically, these findings can be used by village governments and related institutions as a reference for evaluation, formulation of employee development policies, and strategies to improve discipline and work commitment to encourage more optimal performance.

B. LITERATURE REVIEW

Competence

According to Robbins (2016), work competence is a person's capacity to complete tasks related to their job. Gibson and colleagues (2017) describe work competence as an individual's potential to perform a specific job. This competence encompasses personal skills, consisting of intelligence and skills possessed by an individual. Work competence is closely

related to the physical and mental condition required to carry out tasks. If this competence is lacking or at a low level, it will negatively impact employee performance (Robbins, 2016).

Robbins (2016) also states that work competence indicators can be divided into three main aspects:

1. Knowledge competence,
2. Skill competence,
3. Attitudinal competence.

Commitment

Organizational commitment is a condition in which an employee demonstrates a deep attachment to the vision, values, and goals of the organization where they work. This is reflected in a strong desire to remain actively involved and make the best possible contribution to achieving shared goals. Employees with a high level of commitment generally feel comfortable within the organization and are driven to remain part of it to support its continuity and success. Sopiah (2018) suggests that organizational commitment reflects an employee's attitude toward the organization, indicating the extent to which they feel happy or unhappy being part of it. Luthans (2015) defines organizational commitment as: (1) the determination to remain in the organization, (2) the desire to contribute maximally, and (3) acceptance of the organization's values and goals. This reflects an individual's level of loyalty to the institution where they work.

Robbins and Judge (2015) also state that organizational commitment is a condition in which employees demonstrate an attachment to a particular organization and have a strong intention to remain its members. This commitment can be analyzed through three main, independent but complementary components:

1. Affective commitment,
2. Continuance commitment, and
3. Normative commitment.

Performance

Performance in an organization involves all elements of human resources, from leaders to executive staff. Pradana et al. (2013) define performance as the achievement of individual work results based on assigned tasks, which is influenced by ability, experience, commitment, and time utilization. In general, employee performance describes work results, both in terms of quality and quantity, over a specific period of time within an organization. Wibowo (2017) adds that performance is not just about the final result, but also encompasses the implementation process.

According to Suradinata (2016), several factors can influence performance, such as the duration from planning to evaluation, technology utilization, work motivation, discipline, and the work environment, which encompasses physical and non-physical conditions, including individual skills and abilities. Therefore, performance measurement should not be limited to quantitative data alone but should also consider qualitative aspects.

To assess whether an individual's performance is good or not, managerial measurement tools are needed that support the decision-making process and strengthen accountability. Wibowo (2018) identifies several key indicators for assessing performance, namely: (1)

productivity, (2) quality of work results, (3) timeliness, (4) task completion time (cycle time), (5) efficiency in resource utilization, and (6) total costs incurred during the work process.

Discipline

Work discipline plays a crucial role in supporting the achievement of organizational goals, both in the private sector and government agencies. Without strong discipline, organizations will struggle to achieve optimal results. A high level of discipline reflects an individual's strong sense of responsibility for their assigned tasks. Latainer, in Sutrisno (2019), explains that discipline is an internal drive within employees that encourages them to voluntarily comply with decisions, rules, and norms applicable in the workplace.

Discipline also contributes to organizational success, improved employee welfare, and the quality of service to the public. Disciplined employees carry out their duties conscientiously without pressure from others. The primary goal of implementing work discipline is to achieve maximum efficiency. One form of this efficiency is reducing the risk of losses that can occur due to negligence, such as damage to work equipment or loss of property due to carelessness or carelessness.

According to Siswanto (2013), work discipline can be measured through several indicators, namely:

1. Employee attendance rate,
2. Alertness or vigilance at work,
3. Compliance with operational work standards,
4. Compliance with applicable regulations, and
5. Application of ethics in carrying out work.

Government System

Jurdi (2018) states that governance, in a broad sense, encompasses all state activities aimed at ensuring the welfare of the people and protecting national interests. In this context, governance is not limited to the executive branch but also involves the legislative and judicial branches. Thus, the governance system can be understood as a system consisting of various state institutions, both in the narrow and broad sense, which fulfill their roles and coordinate to achieve state goals.

Furthermore, based on Law Number 6 of 2014 concerning Villages, specifically in Chapter I, Article 1, paragraph (3), the village government is defined as the village head or other official who is assisted by village officials in carrying out government functions at the village level. Village government includes elements such as the village head, village officials, and the Village Consultative Body (BPD). Article 2 of the law emphasizes that the implementation of village governance, development, community development, and empowerment must be based on the values of Pancasila, the 1945 Constitution, and the principle of diversity as embodied in the motto "Bhinneka Tunggal Ika."

C. RESEARCH METHODOLOGY

This research falls into the quantitative category with an associative-causal approach. It aims to identify the influence of ability (X1) and commitment (X2) on employee performance (Y), with work discipline (Z) as an intermediary variable, at the Banua Sibohou II Village Head's Office, Alasa District, North Nias Regency. The study population consisted of 35

ARTICLE

village officials. Due to the small population, data collection used a census method (total sampling), with the entire population as respondents.

Primary data were collected through a closed-ended questionnaire with a Likert scale, while supporting data were obtained from official village documents, literature, journals, and other references. The operationalization of variables is based on concepts from Mangkunegara (2017), Luthans (2015), and Rivai (2016). Ability indicators include knowledge and skills; commitment is measured through loyalty and responsibility; work discipline is assessed through compliance with regulations; and employee performance is evaluated based on quality, quantity, and timeliness of work completion. Data analysis was performed using path analysis to test the direct and indirect effects between variables. Prior to the main analysis, instrument validity and reliability tests were conducted, followed by classical assumption tests, such as normality, multicollinearity, and heteroscedasticity. The relationship between variables was tested using multiple linear regression with the t-test (partial), F-test (simultaneous), and coefficient of determination (R^2) to determine the extent of the independent variables' contribution to the dependent variable.

D. RESULT AND DISCUSSIONS

Deskriptive Statistics

Table 1. Respondent Characteristics

<i>No</i>	<i>Respondent Characteristics</i>		<i>Frekuensi</i>	<i>Persentase</i>
1	Gender	Male	17	56,67
		Female	14	43,33
2	Age	< 30 years	10	33,33
		30 – 50 years	8	26,67
		> 50 years	2	6,67
3	Education	Junior High	5	16,67
		School	25	83,33
		Senior High School		

Source: Processed from Appendix 2

Table 2. Deskriptive Statistics

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Ability	30	20,00	60,00	44,37	12,11
Commitment	30	13,00	40,00	30,27	7,61
Work Discipline	30	12,00	50,00	35,40	10,68
Employee Performance	30	13,00	40,00	31,27	7,18
Valid N (listwise)	30				

Source : SPSS Processing Results

Based on the table above, it can be seen that the average respondent score for the ability

ARTICLE

variable reached 44.37, with a maximum score of 60, a minimum score of 20, and a standard deviation of 12.11. For the commitment variable, the average respondent score was 30.27, with a maximum score of 40, a minimum score of 13, and a standard deviation of 7.61. Meanwhile, the work discipline variable showed an average score of 35.40, with a maximum score of 50, a minimum score of 12, and a standard deviation of 10.68. Finally, for the employee performance variable, the average score was 31.27, with a maximum score of 40, a minimum score of 13, and a standard deviation of 7.18.

Validity Test

Table 3. Analysis of the Validity Test Results of the Ability Variable (X1)

<i>Statement</i>	<i>r_{count}</i>	<i>r_{table}</i>	<i>Validity</i>
1	0,812	0,361	Valid
2	0,799	0,361	Valid
3	0,882	0,361	Valid
4	0,833	0,361	Valid
5	0,782	0,361	Valid
6	0,879	0,361	Valid
7	0,841	0,361	Valid
8	0,863	0,361	Valid
9	0,798	0,361	Valid
10	0,912	0,361	Valid
11	0,849	0,361	Valid
12	0,825	0,361	Valid

Sumber : SPSS Proccesing Results

Based on the test results, all statement items related to the ability variable were proven valid and met the validity criteria, making them suitable for use in hypothesis testing.

Table 4. Analysis of Validity Test Results for the Commitment Variable (X2)

<i>Statement</i>	<i>r_{count}</i>	<i>r_{table}</i>	<i>Validity</i>
1	0,808	0,361	Valid
2	0,686	0,361	Valid
3	0,799	0,361	Valid
4	0,816	0,361	Valid
5	0,695	0,361	Valid
6	0,822	0,361	Valid
7	0,919	0,361	Valid
8	0,823	0,361	Valid

Source : SPSS Processing Results

The test results indicate that all statements related to the commitment variable are valid and meet the validity criteria, allowing all items to be used in the regression analysis.

Table 5. Analysis of Validity Test Results for the Work Discipline Variable (Z)

ARTICLE

<i>Statement</i>	<i>r_{count}</i>	<i>r_{table}</i>	<i>Validitas</i>
1	0,858	0,361	Valid
2	0,827	0,361	Valid
3	0,864	0,361	Valid
4	0,877	0,361	Valid
5	0,844	0,361	Valid
6	0,790	0,361	Valid
7	0,898	0,361	Valid
8	0,875	0,361	Valid
9	0,829	0,361	Valid
10	0,864	0,361	Valid

Source : SPSS Proccesing Results

The test results revealed that all statements used to measure the work discipline variable were valid and met the validity requirements, allowing all questions to be included in the regression test.

Table 6. Analysis of Validity Test Results for the Employee Performance Variable (Y)

<i>Statement</i>	<i>r_{count}</i>	<i>r_{table}</i>	<i>Validity</i>
1	0,766	0,361	Valid
2	0,730	0,361	Valid
3	0,729	0,361	Valid
4	0,846	0,361	Valid
5	0,727	0,361	Valid
6	0,729	0,361	Valid
7	0,845	0,361	Valid
8	0,846	0,361	Valid

Source :SPSS Proccesing Results

The validity test results for the eight employee performance indicator statements indicate that all eight statements are relevant for measuring employee performance variables.

Reliability Test

Table 7. Data Reliability Test

Variable	Alpa	Cronbach alpha	Reliability
Ability (X ₁)	0,962	0,6	Reliabel
Commitment (X ₂)	0,915	0,6	Reliabel
Work Discipline (Z)	0,958	0,6	Reliabel
Employee Performance (Y)	0,906	0,6	Reliabel

Source : SPSS Processing Results

Based on the reliability test conducted using Cronbach's Alpha, all research variables are reliable because the Alpha value is greater than 0.6, indicating that the measurement tool meets the reliability test.

Classical Assumption Test

Normality Test

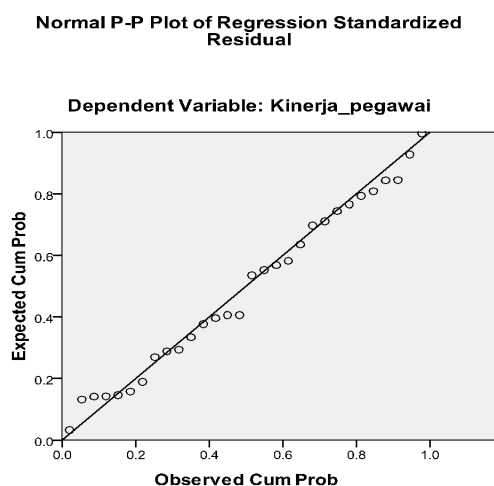
Table 8. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Res1
N		30
Normal Parameters ^{a, b}	Mean	3.0367
	Std. Deviation	2.59378
Most Extreme Differences	Absolute	.145
	Positive	.145
	Negative	-.132
Kolmogorov-Smirnov Z		.792
Asymp. Sig. (2-tailed)		.558
a. Test distribution is Normal.		
b. Calculated from data.		

Source :SPSS Processing Results

The results of the one-sample Kolmogorov-Smirnov test show a significance value of 0.558, which is greater than 0.05, thus concluding that the data are normally distributed. Data normality can also be determined by observing the distribution of points on the diagonal axis of the P-plot or by examining the histogram of the residuals. The P-plot and histogram are shown in the following figure.

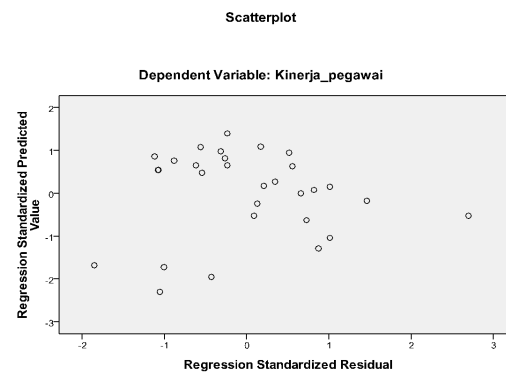
Figure 1. Data Normality



Sumber : SPSS Processing Results

Heteroskedastisity Test

Figure 2. Heteroskedastisity Test



Source : SPSS Processing Results

Based on the figure above, no specific pattern is visible, and the points are spread above and below 0 on the Y-axis, indicating no heteroscedasticity.

Data Analysis Results

Regression Model 1

The analysis for the first-stage regression model was used to determine the extent of the influence of ability and commitment on work discipline. The following is the substructure equation::

$$Y = a + b_1X_1 + b_2X_2$$

Where :

Y = Work Discipline

a = Constant

$b_{1,2}$ = Regression Coefficients X_1, X_2

X_1 = Ability

X_2 = Commitment

The results of the multiple linear regression analysis of the influence of ability and commitment on work discipline can be seen in Table 4.9.

Table 9. Multiple Linear Regression Results Model 1

Model Summary^b

Model	R	R. Square	Adjusted R. Square	Std. Error of the Estimate
1	.875 ^a	.766	.749	5.35646

a. Predictors: (Constant), Commitment, Ability

b. Dependent Variable: Work Discipline

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
	Std. Error			

ARTICLE						
1	(Constant)	-2.362	4.144		-.570	.573
	Ability	.331	.140	.375	2.369	.025
	Commitment	.762	.222	.543	3.429	.002

a. Dependent Variable : Work Discipline

Source: SPSS Proccesing Results

1. t-Test (Partial)

The results of the regression analysis indicate that the ability variable has a p-value of 0.025, which is below the significance threshold of 0.05. Therefore, the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected. This indicates that ability has a partial significant effect on work discipline, thus confirming the first hypothesis. Conversely, the commitment variable yields a p-value of 0.002, which is greater than 0.05. Based on this, the alternative hypothesis (H1) is rejected and the null hypothesis (H0) is accepted, indicating that commitment also has a partial significant effect on work discipline, thus accepting the second hypothesis.

2. Coefficient of Determination

To measure the extent of the influence of the independent variables, namely ability and commitment, on work discipline, the coefficient of determination (R^2) is used. The calculation results show that the R^2 is 0.766, indicating that the two independent variables together contribute 76.60% to work discipline. Meanwhile, the remaining 23.40% is influenced by variables other than ability and commitment. The error term (e_1) is calculated using the formula $e_1 = \sqrt{(1 - R^2)}$, resulting in an e_1 value of 0.484.

Regression Model 2

The analysis for the second-stage regression model was used to determine the influence of the independent variables of ability, commitment, and work discipline on the dependent variable, employee performance. The following is the substructure equation: $Z = a + b_1X_1 + b_2X_2 + b_3X_3$

Where

Z = Employee Performance

a = Constant

$b_{1,2,3,4}$ = Regression Coefficients X_1, X_2, Y

X_1 = Ability

X_2 = Commitment

Y = Work Discipline

The results of the multiple linear regression analysis of the influence of ability, commitment, and work discipline on employee performance can be seen in Table 10.

Tabel 10. Hasil Regresi Linier Berganda Model 2

Model Summary ^b				
Model	R	R. Square	Adjusted R. Square	Std. Error of the Estimate
1	.934 ^a	.873	.859	2.69833

a. Predictors: (Constant), Performance, Ability, Commitment

b. Dependent Variable: Employee Performance

Coefficients^a

ARTICLE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.247	2.100		2.499	.019
Ability	.186	.077	.314	2.409	.023
Commitment	.313	.134	.332	2.331	.028
Work Discipline	.234	.097	.348	2.414	.023

a. Dependent Variable : Employee Performance

Source: SPSS Proccesing Results

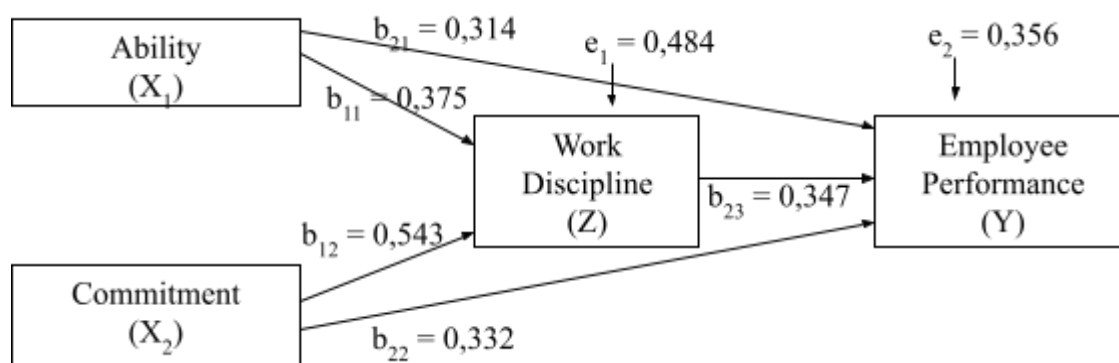
1. *t*-Test (Partial)

The analysis revealed that the ability variable had a p-value of 0.023, lower than the 0.05 significance level. This indicates that the alternative hypothesis (H1) is accepted, indicating a partial significant effect between ability and village employee performance. Thus, the third hypothesis is proven valid.

Furthermore, the commitment variable showed a p-value of 0.028, which is also below the 0.05 significance level. Therefore, the fourth hypothesis is also accepted, as commitment has been shown to have a partial significant effect on employee performance. The work discipline variable has a p-value of 0.023, lower than 0.05. Therefore, the fifth hypothesis is also accepted, as work discipline also has a significant effect on employee performance.

Path Analysis

Figure 3. Path Analysis



Source: SPSS Processing Results

Based on Figure 3. above, the indirect effect of the ability and commitment variables on employee performance through work discipline as an intervening variable can be explained as follows.

1. Effect of Ability Variable on Employee Performance Through Work Discipline

ARTICLE

Based on the calculation results, the direct effect of variable X1 on variable Y is 0.314. Meanwhile, the indirect effect of X1 on Y through variable Z is obtained by multiplying the beta coefficient between X1 and Z by the beta coefficient between Z and Y, namely $0.314 \times 0.347 = 0.109$. Thus, the total effect of X1 on Y is a combination of the direct and indirect effects, which is 0.423. This result indicates that the indirect contribution through variable Z, which is 0.347, is greater than its direct effect. This indicates that variable X1 has a stronger influence on Y if mediated by variable Z. The Influence of Commitment Variables on Employee Performance Through Work Discipline

2. The analysis results show that the direct influence of variable X2 on variable Y is 0.332.

Meanwhile, the indirect influence of X2 on Z through Y is calculated by multiplying the beta coefficients between X2 and Y and between Y and Z, namely $0.332 \times 0.347 = 0.115$. Therefore, the total influence of X2 on Z is the accumulation of direct and indirect influences, which is 0.447. These values indicate that the indirect influence of X2 through the mediating variable is greater than its direct influence, which means that X2 has a significant influence on Y through the mediation of variable Z.

E. CONCLUSION

Based on the findings of the study entitled "The Influence of Ability and Commitment on Employee Performance Through Discipline in Implementing the Village Government System of Banua Sibohou II, Alasa District, North Nias Regency", several important points can be concluded. First, ability has a positive and significant influence on work discipline, with a regression coefficient value of 0.331 and a significance level of 0.025, which is below the 0.05 limit. Second, commitment also has a significant positive influence on discipline, indicated by a regression coefficient of 0.762 and a significance of 0.002. Third, ability has a positive and significant influence on employee performance, with a coefficient of 0.186 and a significance value of 0.023. Fourth, commitment also provides a significant positive contribution to performance, as indicated by a regression coefficient of 0.313 and a significance of 0.028. Fifth, ability shows a greater indirect influence on performance through work discipline of 0.347, compared to its direct influence of 0.314. Finally, commitment also has a more dominant indirect effect on performance through work discipline of 0.347, compared to its direct effect of 0.332. This finding confirms that work discipline plays an important mediating variable in strengthening the relationship between ability and commitment with employee performance.

REFERENCE

- Astuti, S., C. Wibisono, B. Satriawan dan Rinaha. (2022). Pengaruh Kemampuan Kerja, Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Pegawai Kelurahan di Kecamatan Sekupang Kota Batam dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Zona Manajerial* Vol. Vol. 12 (3) : 175-186.
- Bangun, Wilson. (2012) *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Dessler, Garry. (2017). *Manajemen Sumber Daya Manusia*. Edisi Kesembilan. Jakarta: Indeks Kelompok Gramedia.

- Dwi, Abadi dan Gandhy. (2020). Analisa Pengaruh Disiplin Kerja dan Kemampuan Kerja terhadap Kinerja Pegawai Negeri Sipil melalui Motivasi sebagai Variabel Intervening. *Jurnal Universitas Jember*.
- Febriansyah, A. C., A. Naser dan R. Husin. 2017. Pengaruh Komitmen Pegawai terhadap Disiplin Kerja Pada PT. Kereta Api Indonesia (Persero) Tanjung Karang. *Jurnal Manajemen Mandiri Saburai* Vol.1(2): 43-52.
- Gibson, J. L., Ivancevich, J. M. dan Donnelly, J. H. (2017). *Organisasi : Perilaku, Struktur, Proses*. Terjemahan. Edisi Kedelapan. Jakarta: Binarupa Aksara.
- Hamali, A. Y. (2018). *Pemahaman Sumber Daya Manusia*. Yogyakarta: PT Buku Seru.
- Handoko, T. Hani. (2019). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta : BPFE.
- Hidayat, B., S. Ami dan S. Rosita. (2021). Pengaruh disiplin kerja dan komitmen organisasi terhadap kinerja pegawai pada kantor Dinas Pemberdayaan Masyarakat dan Pemerintahan Dusun Kabupaten Muara Bungo. *Jurnal Dinamika Manajemen* Vol. 9(2) : 55-68.
- Jurdi, F. (2018). *Ilmu Politik Ideologi dan Hegemoni Negara*. Yogyakarta: Graha Ilmu.
- Kreitner, Robert dan Angelo Kinicki. (2014). *Perilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat.
- Luthans, F. (2015). *Perilaku Organisasi*. Edisi Sepuluh. Yogyakarta : Andi.
- Maamari, Bassem E; Saheb, Adel. (2018). How organizational culture and leadership style affect employees performance of genders. *International Journal of Organizational Analysis*, Vol. 26 Issue:4, pp.630-651.
- Mangkunegara A.A. Anwar Prabu. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : PT. Remaja Rosdakarya.
- Mathis, R. L., dan J. H. Jackson. (2016). *Human Resource Manajemen*. Edisi 10 Jilid 3. Penerjemah Dian Angelia. Jakarta : Salemba Empat.
- Moehariono. (2014). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta : Raja Grafindo Persada.
- Moohead, Gregory, Griffin, Ricky W. (2013). *Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi*. Jakarta : Salemba Empat.
- Mustika, W., S. Manajemen, D. Lie, Efendi dan A. Inrawan. (2019). Pengaruh Komitmen Pegawai dan Disiplin Kerja terhadap Kinerja Pegawai pada Dinas Koperasi, Usaha Kecil Menengah dan Perdagangan Kota Pematangsiantar. *Maker Jurnal Manajemen* Vol. 5(1) : 103 – 116.
- Nazaruddin, A. Razak dan Gunawan. (2022). Pengaruh Komitmen dan Kedisiplinan terhadap Kinerja dengan Variabel Intervening Kualitas Pelayanan Pegawai di Kabupaten Kabupaten Mamuju. *Jurnal E-bussiness Institut Teknologi dan Bisnis Muhammadiyah Polewali Mandar* Vol. 2(2): 8 – 18.
- Poluakan, F. (2016). Pengaruh Perubahan dan Pengembangan Organisasi Terhadap Kinerja Pegawai PT. Sinar Galesong Prima Manado. *Jurnal Ekonomi Bisnis dan Akuntansi*. ISSN 2303-1174 Vol 4 (3): 1057-1067.
- Pradana, Martha Andy., Sunuharyo, Bambang Swasto., Hamid Djamhur. (2013) Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Pegawai

ARTICLE

- (Studi Pada Pegawai Tetap PT. Mustika Bahana Jaya, Lumajang). *Jurnal Administrasi Bisnis* Vol. 4 No. 1, 1-11.
- Radjab, D. (2017). *Hukum Tata Negara Indonesia*. Jakarta: PT. Rineka Cipta.
- Rao, V. S. P. (2015). *Human Resource Manajemen Text and Cases*. Terjemahan. New Delhi: Excel Books.
- Rivai Veithzal. (2016). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktek*. Bandung : Rajagrafindo Persada.
- Robbins Stephen P. (2016). *Perilaku Organisasi*. Jilid 1 dan 2 Alih Bahasa: Hadyana Pujaatmaka. Jakarta : Indeks Kelompok Gramedia.
- Sastrohadiwiryo Bedjo Siswanto. (2012). *Manajemen Tenaga Kerja Indonesia*. Jakarta: PT. Bumi Aksara.
- Siagian, P. Sondang. (2018). *Manajemen Sumber Daya Manusia*. Edisi Pertama. Jakarta : Binapura Aksara.
- Sinamo, J. (2018). *Delapan Etos Kerja Profesional*. Bogor: PT. Grafika Mardi Yuana.
- Sinungan, M. (2017). *Produktivitas Apa dan Bagaimana*. Jakarta : Bumi Aksara.
- Sipahutar, H. (2018). Pengaruh Kepuasan dan Kemapuaah terhadap Disiplin Kerja dan Dampaknya terhadap Kinerja Pegawai (Studi pada STIE Al Washliyah Sibolga/Tapanuli Tengah). *Jurnal Warta Dharmawangasa* No. 55.
- Sopiah. (2018). *Perilaku organisasi*. Yogyakarta: Andi Offset.
- Suradinata. (2016). *Pemimpin dan Kepemimpinan Pemerintah*. Bandung : Ramadhan.
- Sutrisno Edy. (2016). *Manajemen Sumber Daya Manusia*. Cetakan ke-8. Jakarta: Prenada Media Group.
- Thoha, M. (2017). *Perilaku Organisasi: Konsep Dasar dan Aplikasinya*. Jakarta : PT. Raja Grafindo.
- Tobirin. (2008). Penerapan Etika Moralitas dan Budaya Malu dalam Mewujudkan Kinerja Pegawai Negeri Sipil yang Profesional. *Jurnal Kebijakan dan Manajemen PNS*. Vol. 2 (2) : 53-79.
- Umam, K. (2015). *Perilaku Organisasi*. Bandung: Pustaka Setia.
- Wahyu, B. H. (2019). Pengaruh Komitmen terhadap Kinerja Pegawai dengan Disiplin Kerja Sebagai Variabel *Intervening* pada Kantor Kecamatan Siantar Kabupaten Simalungun. *Maker: Jurnal Manajemen* Vol. 5(1): 14 – 25.
- Wibowo. (2017). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Surabaya : CV. R.A. De Rozarie.