

The Role of Work Discipline in Mediating Work Commitment Towards Employee Performance at PT. Permata Indah Rubaru

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ARTICLE INFO

Date of entry:
16 October 2025
Revision Date:
20 October 2025
Date Received:
01 November 2025

ABSTRACT

This research aims to determine the effect of work commitment on employee performance, with work discipline as a mediating variable at PT. Permata Indah Rubaru. The study uses a sample of 35 individuals, chosen using the saturated sampling technique. Data was collected through observation, interviews, surveys, and questionnaires given directly to all employees. Analysis was performed using Smart PLS. The results indicate that work commitment does not have a significant impact on employee performance. However, work commitment does significantly influence work discipline, and work discipline has a significant impact on employee performance. Work discipline fully mediates the relationship between work commitment and employee performance.

Keywords: Work Discipline, Work Commitment, Employee Performance



Cite this as: Saifuddin, S., & Wibisono, A. (2025). The Role of Work Discipline in Mediating Work Commitment Towards Employee Performance at PT. Permata Indah Rubaru. *Magister: Manajemen Strategis Dan Terapan*, 1(2), 59–69. <https://doi.org/10.30741/mgt.v1i2.1736>

INTRODUCTION

Human resource management plays a key role in advancing and sustaining organizations by overseeing recruitment, skill development, and productivity. It enables companies to achieve their objectives by fostering effective employee performance. Employee performance, measured by the quality, quantity, and timeliness of their work, significantly impacts organizational outcomes (Fathorrahman et al., 2022). At PT Permata Indah Rubaru, effective human resource management is central to daily operations and long-term growth. By recognizing employees as assets and partners, the company nurtures individual and organizational development. This strategic approach aligns with the company's goal of adapting to changes and supporting prosperity.

Work discipline refers to the actions employees take to follow written and unwritten company regulations. In this context, 'work discipline' refers to the consistent behavior exhibited by employees in adhering to organizational policies, instructions, and codes of conduct. Chusminah and Haryati (2020) define work discipline as doing tasks effectively, with employees being aware of their performance, which supports the company's goals. Muna and Isnowati (2022) describe work discipline as respecting and complying with company rules and mutual agreements. Problems with work discipline at the company include some employees lacking responsibility, delegating work to others without reason, and misusing work hours for personal matters. At PT Permata Indah Rubaru, some employees often prioritize personal responsibilities over work.

This study investigates how work discipline mediates the relationship between work commitment and employee performance at PT. Permata Indah Rubaru. The company, located in Mandala Village, evolved from a farmers' group to a cooperative supporting local agriculture. Understanding these relationships is crucial to improving employee performance and achieving organizational goals.

LITERATURE REVIEW

Work discipline

According to Aprillia (2023), discipline is a factor that affects work performance. Specifically, people with high discipline meet criteria based on their attitude, status, and level of responsibility. Attitude-based criteria relate to behavior and willingness to perform tasks and follow rules, while success criteria are linked to regulations that outline what employees can and cannot do. Additionally, responsibility-based criteria show the ability to perform tasks and follow policies and procedures.

Work Commitment

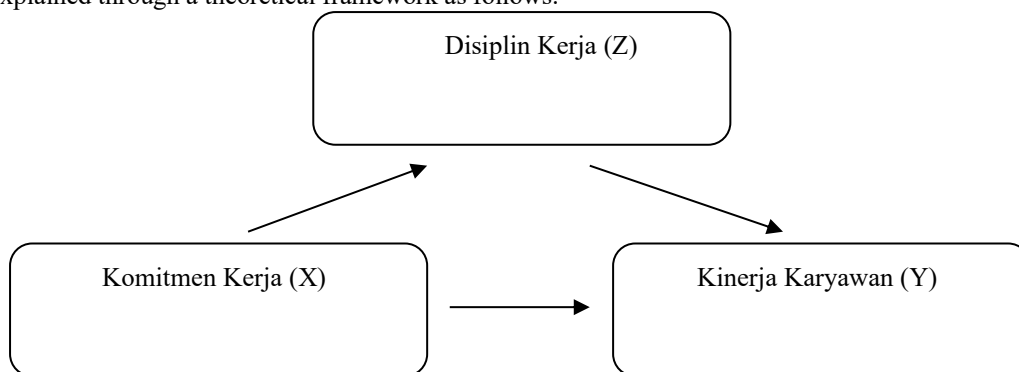
According to Robbins and Judge (Arifin and Darmawan, 2022), organizational commitment is a behavior that shows an employee's preference for the organization and their desire to remain a member.

Employee performance (Y)

In this research, employee performance is defined as accomplishing assigned tasks within a set timeframe, measured by quality, quantity, and timeliness according to company standards. Sutrisno (Kasmiyati, 2024) notes that work involves the quantity and quality of output relative to the company's vision and mission. Fahmi (Kasmiyati, 2024) lists four benchmarks: Professional, Proportional, Accountable, and Effective.

Conceptual Framework

Based on the literature review and previous research, the conceptual model of research can be explained through a theoretical framework as follows:



Source: Source: processed by researcher, 2025

Figure 1. Conceptual Framework

Hypothesis

A hypothesis is defined as a temporary answer to a research problem. In research, for example, Rogers (1966) considers a hypothesis to be a single, tentative conjecture used to formulate and test a theory or experiment. Similarly, Yam and Taufik (2021) describe a hypothesis as a temporary answer intended to be tested for correctness through experimentation. Based on these definitions, the research hypothesis is formulated as follows:

- H1 : Work commitment (X) has a positive effect on employee performance (Y) at PT Beautiful Gems of Rubaru.
- H2 : Work commitment (X) has a positive effect on work discipline (Z) at PT Permata Indah Beautiful Gems of Rubaru.

- H3 : Work discipline (Z) has a positive effect on employee performance (Y) at PT Beautiful Gems of Rubaru.
- H4 : Work discipline (Z) mediates the effect of work commitment (X) on employee performance (Y) at PT Permata Indah Rubaru.

METHODS

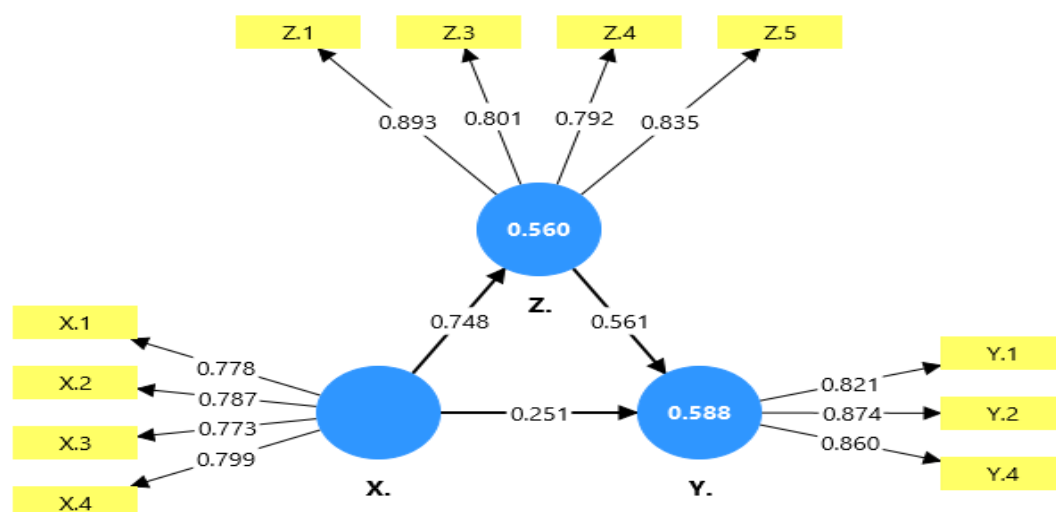
This research used a quantitative approach to examine causal relationships among 35 employees at PT. Beautiful Gems of Rubaru. All staff were included using saturated (non-probability) sampling. Data was collected through observations, interviews, and Likert-scale questionnaires administered directly to all employees between November and December 2024. The goal was to obtain representative insights on employee performance in Mandala Village, Rubaru District, Sumenep Regency. Data sources included subject data from direct observation and interviews, primary data from questionnaires, and secondary data from journals, theses, and internet sources. The following section explains the methods: Questionnaire and Observation.

Quantitative Analysis Techniques are carried out in an objective way, using statistical methods to analyze data. The goal is to obtain relevant and valid information. To present a demographic picture of the respondents, descriptive statistics are used. Additionally, these statistics show the absolute frequency distribution for each study. This study presents minimum, maximum, mean, median, and standard deviation as indicators of data dissemination. In analyzing the data, this study uses SmartPLS SEM 4 (Structural Equation Modeling using Partial Least Squares) software. Smart PLS SEM can explain relationships between variables and allows different types of research to be conducted simultaneously. The purpose of using Smart PLS SEM is to help researchers analyze theories and explain the relationships between the variables being studied. Specifically, Partial Least Squares is used to describe latent variables measured through multiple indicators. The research process involves several steps in data analysis, and each step uses a tool that supports a single data simulation, in either numbers or images (graphs). The steps for Smart PLS SEM analysis in this study include: Outer Model Analysis and Inner Model Analysis.

RESULTS AND DISCUSSION

Statistical analysis of data

Analysis: Statistical analysis in this study was conducted in several stages, utilizing numerical and visual tools, including graphs and charts, in accordance with the Smart PLS SEM method.



Source: research data processing, 2025

Figure 2. Statistical analysis of data

Outer Model Analysis

Outer model analysis tests the validity of the construct and the reliability of the instrument. This analysis includes the following tests:

Convergent Validity

Convergent validity is a measurement to find out the extent of the positive relationship with the alternative steps of the same construct using the loading factor number test and the average variance extracted (AVE) number. *average variance extracted (AVE)*.

Loading factor

The results of the loading estimation are obtained from the relationship between the "instrument" and the (variable) indicator scores. An indicator is considered valid if it has a relationship number of more than 0.70 or 0.6, which is considered adequate. If any indicator does not meet these requirements, it must be removed. Regarding convergent validity results, this is the first step in the table analysis.

Table 1. Results of the Convergent Validity test

	X.	Y.	Z.	Ket.
X.1	0.776			Valid
X.2	0.786			Valid
X.3	0.774			Valid
X.4	0.802			Valid
Y.1		0.838		Valid
Y.2		0.814		Valid
Y.3		0.628		Unvalid
Y.4		0.835		Valid
Z.1			0.872	Valid
Z.2			0.689	Unvalid
Z.3			0.781	Valid
Z.4			0.769	Valid
Z.5			0.807	Valid

Source: research data processing 2025

The output of the result. The loading value of the variable factor Y has a value of 0.628 < which is less than a loading factor value of 0.70. Finally, the variable work discipline (Z) has a value of 0.689 < the indigo loading factor of 0.70. So that it conducts a retest by discarding the results of the value statement that was not achieved.

Table 2. Result of the Convergent Validity

	X.	Y.	Z.	Ket.
X.1	0.778			Valid
X.2	0.787			Valid
X.3	0.773			Valid
X.4	0.799			Valid
Y.1		0.821		Valid
Y.2		0.874		Valid
Y.4		0.860		Valid
Z.1			0.893	Valid
Z.3			0.801	Valid
Z.4			0.792	Valid
Z.5			0.835	Valid

Source: research data processing 2025

The output of the loading factor value for the second stage of testing, which includes all statements of work discipline variables, work ethic, and employee performance, has a loading factor value of greater than 0.7, indicating that all are considered valid. This indicates that the indicator statement used successfully measures the correlation between the statement of the indicator and its construct, thereby supporting the validity of the measurement model's construct.

Average Variance Extracted (AVE)

The results of the Average Variance Extracted (AVE) estimate are presented in column 3 of the table. A variable can be declared valid if it has a value > the Average Variance Extracted (AVE) value of 0.5.

Table 3. Convergent Validity Test

	Average variance extracted (AVE)	Ket.
X.	0.618	Valid
Y.	0.727	Valid
Z.	0.691	Valid

Source: research data processing 2025

The AVE values for each variable were 0.618 for work commitment, 0.727 for employee performance, and 0.691 for work discipline. These three variables all have a value of 0.50 or greater, indicating that they can be categorized as valid.

Discriminant validity

The *discriminant validity* test in this study utilized the heterotrait-monotrait ratio (HTMT) and Cornell-Lehman values.

Single-trait Heterotrait Ration (HTMT)

HTMT is a heterotrait-monotrait ratio that compares correlations between different variables with the geometric multiplication root of correlation in the same variable. Hair et al. (2019) recommend this method because it is more sensitive and accurate in measuring discriminant validity. An HTMT value of < 0.90 indicates that discriminant validity has been achieved.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	X.	Y.	Z.
X.			
Y.	0.797		
Z.	0.898	0.899	

Source: research data processing. 2025

The results of the overall heterotrait-monotrait ratio (HTMT) test yielded a value of ≤ 0.90 , indicating a statistically significant result.

Fornell-Larcker Criterion

The *Fornell-Larcker Criterion* requires that the square root value of AVE for each construct is greater than the correlation between that construct and the other construct. Discriminant validity is considered to be met if the loading value of each indicator is higher than the loading value of the other variable (Hair et al., 2019).

Table 5. Fornell-Larcker Criterion (Matrix)

	X.	Y.	Z.
X	0.784		
Y	0.671	0.852	
Z	0.748	0.749	0.831

Source: research data processing. 2025

The test results showed the square root values of AVE for Job commitment satisfaction (X) = 0.784, Employee performance (X1) = 0.852, and work discipline (Z) = 0.831, each higher than its correlation with other variables. This indicates that each construct has good discriminant validity.

Reliability Test

a. Cronbach's alpha and Composite Reliability

Cronbach's alpha can be used to determine the lower limit value of the construct reliability test, which can be measured using *Cronbach's alpha* by estimating a value of greater than 0.70. (Ghozali & Latan, 2015:75. Meanwhile, *composite reliability* can find out the true value, namely reliability with a better plan in the future. *The Rule of thumb* commonly used to measure again is a mandatory *composite reliability* figure of greater than 0.70 (Ghozali & Latan, 2015, p. 75).

Table 6. Cronbach's Alpha and Composite Reliability

	Cronbach's alpha	Composite reliability (rho_c)	Composite reliability (rho_a)	Ket.
X	0.794	0.865	0.801	Valid
Y	0.812	0.888	0.816	Valid
Z	0.850	0.899	0.856	Valid

Source: research data processing. 2025

The results of this analysis indicate that the Reliability Composite value for the variables work commitment (X), employee performance (Y), and work discipline (Z) is greater than or equal to 0.7. So it can be concluded that the above variable value is valid.

b. Variance Inflation Factor (VIF)

The *Variance Inflation Factor* (VIF) test is used to assess multicollinearity and determine the relationship between variables. Classify the criteria in the VIF measurement as follows: 1) It is said that there is a problem if the VIF value is > 5. 2) It is said that there is no problem when the VIF Value is < 5.

Table 7. Variance Inflation Factor

	VIF	KET
X.1	2.358	Valid
X.2	1.769	Valid
X.3	2.419	Valid
X.4	1.748	Valid
Y.1	1.538	Valid
Y.2	2.009	Valid
Y.4	2.067	Valid
Z.1	2.774	Valid
Z.3	2.106	Valid
Z.4	1.934	Valid
Z.5	2.235	Valid

Source: research data processing 2025

Before testing a structural hypothesis, it is important to assess whether there is multicollinearity between variables using VIF's inner statistical measure. If the estimate shows that the inner VIF value is below 5, then the level of multicollinearity between the

variables is considered low. This result was obtained using parameter estimation in PLSSEM, a robust and stable method for data analysis.

Inner Model Analysis

After conducting an outer model analysis, conduct an inner model analysis. The internal model evaluation was conducted by examining the R-squared value for the bound variable and the t-statistic value of the path coefficient test. The value of this path coefficient represents the level of significance in testing the hypothesis that has been formulated.

Pact Coefficients (Direct Effects) / Uji T

Pact coefficients are used to determine whether independent variables have an effect on dependent variables. In this study, the researcher determined the absence of an alternative hypothesis (Ha). An alternative hypothesis (Ha) is an explanation that shows a causal relationship between independent variables and dependent variables that have been studied. The hypothesis was tested using probability values and t-statistical values found in Hussein's book (2015). Using an alpha significant threshold of 5%, a t-statistical value of 1.96 was used in the hypothesis test. If the statistical t-value > 1.96, the hypothesis Ha (alternative hypothesis) is accepted and the hypothesis H0 (null hypothesis) is rejected. The hypothesis is considered acceptable if $p < 0.05$.

Table 8. Pact Coefficient Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X. -> Y.	0.251	0.257	0.201	1.246	0.213
X. -> Z.	0.748	0.760	0.061	12.279	0.000
Z. -> Y.	0.561	0.565	0.218	2.571	0.010

Source: research data processing 2025

The effect of work commitment on employee performance yielded less significant results, although the P-value (0.213) was below the threshold of 0.05. This is due to the statistical T-value of 1,246, which is still below the critical value of 1.96. The coefficient of 0.251 indicates a weak relationship, meaning that as commitment increases, performance tends to decrease. This may happen because the commitment individuals have is not well-directed towards the organization's goals, so their efforts become less effective. Additionally, other obstacles may include excessive workload, stress, or a lack of support from the work environment, which can also impact performance. In other words, high commitment is not enough to improve performance if it is not accompanied by other supporting factors.

Research has shown a significant positive correlation between work commitment and work discipline. This evidence is evident from the value of the influence coefficient, which reached 0.748, indicating that as work commitment increases, work discipline also increases. In addition, a statistical T-value of 12.279, which far exceeds the critical value of 1.96, and a P-value of 0.000 (<0.05), confirm that the relationship between the two variables is statistically significant. Thus, From this, it can be concluded that if the employee's work commitment is higher, then the visible work discipline will also increase. These findings underscore the importance of fostering work commitment as a key factor in enhancing discipline in the workplace.

The study's results show that work discipline has a highly significant positive influence on employee performance. This is indicated by a coefficient value of 0.561, which indicates that an increase in work discipline directly contributes to an improvement in employee performance. A T-statistical value of 2.571, which is greater than the critical value of 1.96, suggests that the influence is statistically significant. In addition, the P-value of 0.010, which is smaller than 0.05, further strengthens the notion that the relationship between work discipline and employee performance is

significant. Thus, it can be concluded that work discipline is one of the important factors that affect employee performance improvement in an organization.

1. Mediation test (indirect effects)

The analysis of the effect of mediation on testing using PLS involves steps that have been designed and implemented in a series of procedures below:

- Model: To understand how much of an impact the independent variable has on the dependent variable.
- To find out how much impact the mediator variable has on the dependent variable.
- To understand how much influence the variables simultaneously, namely the independent variable and the mediator variable, have on the dependent variable.

In the final stage of testing, if the influence of external and internal factors does not have a significant effect, but the mediating variable shows a significant influence on the internal variables at a t-statistic of 1.96, then it can be concluded that the mediating variable successfully mediates the influence of external factors on the internal variables.

Table 9. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X. -> Z. -> Y.	0.420	0.429	0.170	2.468	0.014

Source: research data processing 2025

The results of the above indirect effect test indicate that the indirect path from work commitment to work discipline to employee performance has a coefficient value of 0.420. The T-statistic value is 2,468. Since this t-statistical value is greater than 1.96, the relationship is declared significant; the p-value of $0.014 < 0.05$ corroborates the evidence that the indirect influence of work commitment on employee performance through work discipline is significant. This means that the higher the work commitment held by employees, the higher their level of work discipline, which will ultimately lead to improved employee performance. These findings have practical implications that efforts to improve employee performance should focus not only on building work commitments but also on strengthening aspects of work discipline, as these are important intermediaries in the process.

2. R-square

R-squared, also known as the coefficient of determination, is typically used to assess how well the model explains variations in the endogenous variables. According to Chin (1998), there are several measurements of R-squared as follows:

- The R-squared value is declared high if it is more than 0.67.
- R-square is categorized as moderate if the value is more than 0.33 but less than 0.67
- R-squared is considered low if the value is more than 0.19 but less than 0.33.

Table 10. R-Square

	R-square	R-square adjusted
Y	0.588	0.563
Z	0.560	0.547

Source: research data processing 2025

Based on the analysis results, an R-squared value of 0.588 is obtained for the Employee Performance variable (Y). This indicates that 58.8% of the changes in these variables can be attributed to the independent variables in the model. Meanwhile, 41. The remaining 2% is influenced by factors outside the model, so it can be said that the relationship between

independent variables and Performance is moderate. On the other hand, the value of R Square is 0.560 for the Work discipline variable, indicating that 56. 0% variation can be explained by the independent variables in the model. However, this variable is also influenced by external factors. With 44. 0% that have not been explained, this indicates a fairly moderate relationship. This means that this model can explain many factors that affect Work Motivation, but there are still influences from other factors outside of the model.

3. F-square

The F-square test is performed to measure the magnitude of the measured contribution value of the free latent variable to the bound latent variable. The criteria in the measurement of F-square can be classified as follows:

- F-square is considered large if it is in the range between 0.35 and 1.
- F-square is classified as medium if its value is between 0.15 and 0.35.
- The value of F-square is considered weak if it is at 0.02 but less than 0.15
- F-square is considered to have no effect if the value is below 0.02.

Table 11. R-Square Test Results

	X	Y	Z
X		0.067	1.274
Y			
Z		0.336	

Source: research data processing. 2025

The results of the F-test for work commitment (X) and employee performance (Y) showed a value of 0.067, indicating a weak relationship. While work commitment to work discipline has a value of 1,274, it is declared strong. And while work discipline on employee performance has a value of 0.336, it is declared moderate.

4. Fit test

The Fit Model describes the extent to which the model fits, as measured through the NFI ("Normed Fit Index") and SRMR ("Standardized Root Mean Squared Residual") values. A model is considered "fit" if the SRMR value is less than 0.1, and is deemed "unfit" if it exceeds 0.15 (Hair et al., 2014). According to the NFI, the following levels are indicated: 0.19 represents a weak level, 0.33 represents a moderate level, and 0.67 represents a strong level (Duryadi, 2021, p. 63).

Table 12. Fit Test Results

	Saturated model	Estimated model
SRMR	0.128	0.128
NFI	0.596	0.596

Source: research data processing 2025

The results of the above test indicate that the SRMR value is 0.128, indicating that the model is considered fit. While the NFI is 0.596, it is declared fit at a moderate level.

The Impact of Work Commitments on Employee Performance

Based on the analysis of the pact coefficient or the T test, an insignificant value with a value of 0.213 or above a significant value can be obtained, then it can be concluded that H1 which has no effect on work commitment on employee performance is unacceptable, meaning that work commitment does not have a direct effect on employee performance at PT permata Indah rubaru, This event can be interpreted as work commitment because individuals lack good direction on organizational goals, so that their efforts become less effective. Additionally, other obstacles may include excessive workload, stress, or a lack of support at work, which can also impact performance. A high

commitment is not enough to improve performance if it is not accompanied by other supporting factors. Based on the discussion results, it can be concluded that lower work commitment is associated with lower performance. The results of this research are supported by a study entitled "The Influence of Work Environment and Work Commitment on Employee Performance through Job Placement at the Office of PT. Citra Bakti Persada Makassar" by Kasmianti and Herman Jelatu, stating that work commitment has a positive and significant effect on the performance of employees of PT. Image of Bakti Persada Makassar.

The effect of work commitment on work discipline

The results of this research are supported by a study entitled "The Influence of Work Environment and Work Commitment on Employee Performance through Job Placement at the Office of PT. Citra Bakti Persada Makassar" by Kasmianti and Herman Jelatu, stating that work commitment has a positive and significant effect on the performance of employees of PT. Image of Bakti Persada Makassar. These findings underscore the importance of fostering work commitment as a key factor in enhancing discipline in the workplace. Thus, it can be concluded that the higher the level of employee work commitment, the higher the level of work discipline shown.

The effect of work discipline on employee performance

Based on the study's results, it is evident that work discipline has a highly significant positive influence on employee performance. This is supported by a P value of 0.010, which is less than 0.05, indicating that increasing work discipline directly contributes to improving employee performance. Specifically, this is evident in indicators such as attendance, work compliance with regulations, adherence to work standards, increased work awareness, and ethical work practices. can find out that the variables of work discipline can help in carrying out good activities in PT. Beautiful gems of Rubaru. Thus, it can be concluded that work discipline is one of the important factors that affect employee performance improvement in an organization. The results of this research are supported by a study entitled "Work Discipline Towards Employee Performance" by Selfi Ariesni and Lise Asnur, which states that work discipline can have a significant effect on employee performance.

The effect of work commitment on employee performance through work discipline as a mediating variable

The results of the specific indirect effect of the work commitment variable in the mediation of work discipline on employee performance, with a p-value of $0.0014 < 0.05$, are declared significant or accepted. It can be interpreted that work commitment to employee performance has an indirect effect, so that through work discipline, it is significant. This means that work commitment has its high points, which can enhance work discipline and positively impact employee performance. These findings provide practical implications that efforts to improve employee performance should focus not only on building work commitments but also on strengthening aspects of work discipline, as important intermediaries in the process. It can be concluded that the existence of work discipline as a mediating variable has a significant effect on the relationship between work commitment and employee performance.

CONCLUSION

Work discipline has a positive and significant effect on employee performance at PT Permata Indah Rubaru Sumenep. It can be concluded that work discipline can trigger poor and declining performance. Work commitment has no significant effect on employee performance at PT Permata Indah Rubaru Sumenep. It can be concluded that work commitments do not have a significant relationship with employee performance. Work commitments have a positive and significant effect on. Work ethic at Pt Permata Indah Rubaru Sumenep. It can be concluded that the higher the work commitment, the higher the work discipline. The influence of work commitment on employee performance, mediated by work discipline, can have a simultaneous effect at PT Permata Indah Rubaru Sumenep. It can be concluded that the higher the work commitment, the higher the work discipline, which will ultimately affect employee performance. PT Permata Indah Rubaru Sumenep

is advised to optimize employee performance. The company needs to strengthen employee work commitment, which will indirectly have a positive impact on performance through improving work discipline. A high work commitment will encourage employees to adhere to regulations, take responsibility, and maintain high motivation in completing tasks. This will improve their discipline, which ultimately has a significant impact on achieving better performance.

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