



The Influence Of Work Ethic And Organizational Culture On Organizational Commitment Of Civil Servants In Pemangkat Community Health Center Sambas Regency

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How to Cite :

Istiqomah, I., Irfan, M. (2025). The Influence Of Work Ethic And Organizational Culture On Organizational Commitment Of Civil Servants In Pemangkat Community Health Center Sambas Regency. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(2). DOI: <https://doi.org/10.37676/ekombis.v13i2>

ARTICLE HISTORY

Received [16 November 2024]

Revised [22 February 2025]

Accepted [18 March 2025]

KEYWORDS

Work Ethic,
Organizational Culture,
Organizational Commitment.

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ABSTRACT

This study aims to analyze the Influence of Work Ethic and Organizational Culture on the Organizational Commitment of Civil Servants at the Pemangkat Health Center, Sambas Regency. The methodology of this study uses a quantitative method with an associative research design. Data collected through questionnaires and interviews with 46 Civil Servants of the Pemangkat Health Center, Sambas Regency, West Kalimantan Province in 2024, saturated sampling the variables studied are Work Ethic (X1), Organizational Culture (X2) and Organizational Commitment (Y). Data analysis includes validity test, reliability test, classical assumption test (normality and linearity), multicollinearity test, multiple linear regression analysis, correlation coefficient, and determination, simultaneous influence test (F-test), and partial influence test (T-test). Based on the results of the simultaneous test (F-test), it shows that Work Ethic (X1) and on Organizational Commitment (Y). The results of the partial test (T-Test) show that Work Ethic (X1) and Organizational Culture (X2) separately have a positive and significant effect on Organizational Commitment (Y).

INTRODUCTION

Humans always play an important role and dominate every organizational activity, because humans are the planners, actors, and determinants of the realization of the organization. Modern tools owned by the company are useless if the important role of employees is not included. Management is only a tool to achieve the desired goals. Good management will facilitate the realization of the goals of the company, employees, and society. With management, the effectiveness and efficiency of management elements can be improved. The elements of management consist of : man, money, method, machines, materials, and market. (Hasibuan 2020, p. 9). According to the Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014, the Community Health Center or Puskesmas is a health service facility that organizes public health efforts and first-level individual health efforts,

with a greater emphasis on promotive and preventive efforts, to achieve the highest level of public health in its working area. Puskesmas is a first-level service that has an important role in the national health system, especially the health effort subsystem. The function of the Community Health Center according to the Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014 is as follows:

1. Implementation of first level Public Health Efforts (UKM) in the work area.
2. Implementation of first level Individual Health Efforts (UKP) in the work area.

There are two health centers in Pemangkat District, Sambas Regency, namely Pemangkat Health Center and Sebangkau Health Center. The object of the researcher's research is the Pemangkat Health Center which is located approximately 2.5 km from the district capital with a travel time of approximately 10 minutes which is a building built in 2019. Pemangkat Health Center located on the main road Perapakan, Pemangkat District, Sambas Regency West Kalimantan Province. Pemangkat Health Center can be reached by using two wheels and four wheels. The condition of the fostered area consists of transit areas, markets, ports, plantations and rice fields.

Transportation can mostly be reached by land roads that are almost 100% paved. The type of Pemangkat Health Center is an outpatient health center. Outpatient services are one of the work sections in the Health Center that serve outpatients and are no more than 24 hours of service, including all examination and therapy procedures. Outpatient health centers play an important role in increasing public access to basic health services and disease prevention. Facilities at the Pemangkat Health Center include general health checks, medical consultations with general practitioners or certain specialist doctors, simple laboratory tests such as blood tests, urine tests, blood sugar tests, cholesterol tests, and complete blood tests.(Complete Blood Count (CBC).

According to Istijanto (2005, P. 240): Employees who have a high work ethic are reflected in their behavior, such as liking to work hard, being fair, not wasting time during working hours, wanting to give more than what is required, being willing to work together, respecting coworkers". According to research by Oktaviani & Saragih (2017) Organizational Culture has a positive and significant effect on the work discipline of employees at the head office of PT. Kereta Api Indonesia (Persero). According to Sopiah (2008) in Priansa (2018, P. 236): "Employees with low commitment will have an impact on turnover, high absenteeism, increased work slowness, and lack of intensity to stay as employees in the organization, low quality of work, and lack of loyalty to the organization". In terms of organizational culture, Pemangkat Health Center implements a work culture that refers to the Decree of the Head of Pemangkat Health Center Number: 0113/1/SK. 24/1-2023 as follows:

1. Carry out tasks carefully and with discipline.
2. Carry out duties in accordance with applicable laws and regulations, professional codes of ethics and service standards.
3. Provide service time according to the predetermined time schedule.
4. Provide convenience in managing services according to procedures.
5. Always dress neatly and in accordance with the uniform regulations.
6. Always provide service with 5 S (Smile, Greet, Say Hello, Be Polite, Courteous);

The phenomenon of employee work performance scores at community health centers is often influenced by various factors that can influence individual and team performance. One of the main factors is a supportive work environment, including facilities, resources and managerial support. When employees feel valued and have access to training and development, they tend to show improvements in work performance. On the other hand, inadequate working conditions can reduce motivation and productivity. Apart from that, interpersonal factors also play an important role in assessing work performance. Good relationships between employees and

superiors, as well as between colleagues, can create a collaborative atmosphere that encourages innovation and effective problem solving. In community health centers, where medical teams often work together, good communication and mutual support can improve job satisfaction and, ultimately, overall performance.

The importance of objective and transparent performance evaluation cannot be ignored. A clear and fair appraisal system will help employees understand their work expectations and goals. With constructive feedback, employees can improve themselves and contribute better to the community health center. All of these factors form the phenomenon of varying work performance values in the community health center environment, reflecting the complexity in managing human resources in the health sector.

The level of employee absenteeism at the Pemangkat Community Health Center shows quite significant fluctuations from time to time. Several factors such as employee health conditions, workload, and an unsupportive work environment contribute to this variation. In some months, absenteeism levels increase due to illness or urgent needs, while in other months, absenteeism may decrease due to increased motivation and a better working atmosphere. It is hoped that good management and attention to employee welfare can stabilize absenteeism levels and improve health service performance.

LITERATURE REVIEW

According to Hasibuan (2020, P. 10): "Human resource management is the science and art of managing relationships and roles of the workforce to effectively and efficiently help achieve the goals of the company, employees and society." According to Sinamo (2011, P. 151): "Work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an integral work paradigm".

According to Mangkunegara (2008, P. 113): "Organizational culture is a set of assumptions or belief systems, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome problems of external adaptation and internal integration". According to Robbins & Judge (2008, P. 92): "Organizational commitment is a condition in which an employee sides with the goals of the organization and has a desire to maintain membership in the organization." According to Sinamo (2011) in Busro (2017, P. 219): Work ethic is a set of positive work behaviors that are fueled by strong cooperation, fundamental beliefs, and total commitment to an integral work paradigm. Paradigm here means the main concept of work itself, which includes underlying idealism, governing principles, driving values, attitudes that are born, standards to be achieved, including main characters, basic thoughts, codes of ethics, moral codes and behavior for its adherents. According to Sinamo (2011) in Busro (2017, P. 237), indicators of a professional work ethic include:

1. Work is a blessing; work must be done with gratitude.
2. Work is a mandate; must work with full integrity.
3. Work is a calling; must work thoroughly with full responsibility.
4. Work is actualization; we must work with enthusiasm.
5. Work is worship; must work seriously with full devotion.
6. Work is an art, we must work creatively and joyfully.
7. Work is an honor; must work excellently with full diligence.
8. Work is service; must work perfectly.

According to Munandar (2001, P. 263) in Busro (2018, P. 4): "Organizational culture is the way of thinking, feeling and reacting in an organization or in parts of an organization that can be said to be organizational culture." According to Robbins (2001) in Busro (2018, P. 19) there are 7 dimensions of organizational culture as follows:

1. Innovation and risk taking (innovation and risk talking) is an organizational culture that prioritizes a culture of innovation or new discoveries so that the organization's products are not outdated and are able to compete with competitors' products.
2. Attention to detail (attention to detail) is an organizational culture that places great emphasis on the importance of detail over the big picture. With careful attention to detail, it will be able to produce better products and services to customers.
3. Results oriented (outcome orientation) is an organizational culture that places great emphasis on quality. Product and service quality is the main orientation that is never missed.
4. People oriented (people orientation) is an organizational culture that prioritizes improving the quality of human resources, rather than investing in other equally important areas.
5. Team oriented (team orientation) is an organizational culture that emphasizes the importance of teamwork in achieving organizational goals.
6. Aggressiveness (aggressiveness) is an organizational culture that emphasizes the importance of aggressiveness of organizational members in achieving common goals.
7. Stability (stability) is an organizational culture that emphasizes organizational stability in developing product quantity and quality.

According to Meyer and Allen (1997) in Busro (2018, P. 80) organizational commitment variables consist of:

1. Affective commitment (affective);
The affective commitment of the organizational commitment variable is structured with a model that refers to the employee's emotional connection, identification with others, and involvement in work, and organizing.
1. Continuous commitment (continuation);
Continuance commitment, refers to commitment based on the employee's loss if he or she leaves the organization.
2. Normative commitment (normative);
Normative commitment refers to the employee's feeling of obligation to remain in the organization.

According to Matis and Jackson (2001) in Busro (2018, P. 71): Organizational commitment is the level of trust and acceptance of the workforce towards the goals of the organization and have a desire to remain in the organization. When employees do not have a commitment to the organization, they will work indifferently, and will not be able to produce high performance which in the end they will leave the organization, either because of their own awareness or being dismissed by the company. Some previous studies that discuss work ethic, organizational culture and work commitment include:

1. Putratama and Puspita dewi, (2021) in a study entitled "The Relationship Between Work Ethic and Organizational Commitment in Employees of PT "X". Based on the results of the study, it shows a significant, strong and positive relationship between work ethic and organizational commitment.
2. Dewi and Surya, (2017) in a study entitled "The Influence of Organizational Culture on Organizational Commitment and Organizational Silence at PT. PLN (Persero) Rayon Denpasar". Based on the results of the study, it shows that organizational culture has a significant positive effect on organizational commitment in PT. PLN (Persero) employees.

METHODS

The research method used by the author is a quantitative method with an associative research type, which aims to determine the relationship between Work Ethic (X1), Organizational Culture (X2), and Organizational Commitment (Y). Data collection techniques include primary

data through questionnaires and interviews with Civil Servants of the Pemangkat Health Center, West Kalimantan Province, as well as secondary data from records and publications. The population includes 46 permanent employees of the Pemangkat Health Center in 2024, with a saturated sampling technique to use the entire population as a sample. The research variables include Work Ethic (X1) and Organizational Culture (X2) as independent variables, and Organizational Commitment (Y) as the dependent variable.

RESULTS

Validity Test

The results of the validity test of the variable items Work Ethic (X1), Organizational Culture(X2) and Organizational Commitment (Y) can be seen in the table below.

Table 1 Validity Test Results

Research Variables	Indicator	R Count	R Table	Information
Work ethic (X1)	X1.1	0.292	0.245	Valid
	X1.2	0.802		
	X1.3	0.335		
	X1.4	0.734		
	X1.5	0.739		
	X1.6	0.770		
	X1.7	0.881		
	X1.8	0.771		
	X1.9	0.729		
	X1.10	0.356		
	X1.11	0.855		
	X1.12	0.752		
	X1.13	0.259		
	X1.14	0.742		
	X1.15	0.908		
	X1.16	0.913		
	X1.17	0.904		
	X1.18	0.899		
	X1.19	0.836		
	X1.20	0.899		
Organizational Culture (X2)	X2.1	0.823	0,245	Valid
	X2.2	0.759		
	X2.3	0.757		
	X2.4	0.876		
	X2.5	0.871		
	X2.6	0.850		
	X2.7	0.918		
	X2.8	0.797		
	X2.9	0.864		
	X2.10	0.877		
	X2.11	0.795		
	X2.12	0.867		
	X2.13	0.823		
	X2.14	0.858		

Commitment Organizational (Y)	Y.1	0.780	0,245	Valid
	Y.2	0.818		
	Y.3	0.881		
	Y.4	0.567		
	Y.5	0.856		
	Y.6	0.587		
	Y.7	0.792		
	Y.8	0.900		
	Y.9	0.546		

Source : processed data, 2024

Based on Table 1 above, it can be concluded that all variable indicators in this study are valid because they have a calculated r greater than the table r which is 0.245.

Reliability Test

The results of the reliability test of the variable items Work Ethic (X1), Organizational Culture(X2) and Organizational Commitment (Y) can be seen in the table below.

Table 2 Reliability Test Results

Research Variables	Cronbach's Alpha	Information
Work Ethic (X1)	0.948	Reliable
Organizational Culture (X2)	0.957	Reliable
Commitment Organizational (Y)	0.855	Reliable

Source: Processed Data, 2024

Based on Table 2 above, it can be concluded that all variables in this study are reliable because they have Cronbach's Alpha > 0.6 .

Normality Test

The data normality test in this study was conducted using the Kolmogorov smirnov test. The results of the normality test can be seen in Table 3:

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		46
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.72429314
Most Extreme Differences		.096
	Positive	.076
	Negative	-.096
Test Statistics		.096
Asymp. Sig. (2-tailed)		.200CD
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed Data, 2024

The results of the Normality Test in Table 3 state that the Asymp. Sig. (2-tailed) value is $0.200 > 0.05$. Based on these results, it can be stated that the data used in this study is normally distributed.

Linearity Test

Linearity test is conducted using Test For Linearity. The results of the linearity test of the variables Work Ethic (X1) and Organizational Commitment (Y) can be seen in Table 4:

Table 4 Linearity Test Results Work Ethic Variable On Organizational Commitment Variable (X1)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment Organization al * Ethos Work	Between Groups	(Combined)	323 .362	1 7	19. 021	6 .862	. 000
		Linearity	243 .473	1	24 3.473	8 7.832	.000
		Deviation from Linearity	79. 888	1 6	4.9 93	1 .801	. 084
	Within Groups		77. 617	2 8	2.7 72		
	Total		400 .978	4 5			

Source: Data processed by SPSS 26, 2024

Based on Table 4, the results of the linearity test show a significant value. deviation from Linearity of $0.084 > 0.05$. So it can be concluded that there is a linear relationship between Work Ethic and Organizational Commitment.

Table 5 Results Of Linearity Test Of Organizational Culture Variables On Organizational Commitment Variable (X2)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment Organization nal * Culture Organization	Between Groups	(Combined)	284 .635	1 4	20. 331	5 .417	.000
		Linearity	238 .326	1	23 8,326	6 3.502	.000
		Deviation from Linearity	46. 309	1 3	3.5 62	. 949	.518
	Within Groups		116 .344	3 1	3.7 53		
	Total		400 .978	4 5			

Source: Data processed by SPSS 26, 2024

Based on table 5, the results of the linearity test show a significant value. deviation from Linearity of $0.518 > 0.05$. So it can be concluded that there is a linear relationship between Organizational Culture and Organizational Commitment.

Multicollinearity Test

Multicollinearity test is conducted by looking at the VIF and Tolerance values. The results of the Multicollinearity test of the Organizational Culture (X1) and Motivation (Y) variables can be seen in Table 6:

Table 6 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work ethic	.354	2,824
	Organizational culture	.354	2,824

a. Dependent Variable: Commitment Organizational

Source: data processed by SPSS 26, 2024

Based on Table 6, it can be seen that there is no multicollinearity between the independent variables in the regression model. This is indicated by the tolerance value of each variable > 0.10 and $VIF < 10$.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis using the SPSS 26 program can be seen in Table 7:

Table 7 Results Of Multiple Linear Regression Analysis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.301	.327		3.981	.000
	Ethos Work	.373	.117	.451	3.178	.003
	Culture Organization	.345	.115	.425	2.994	.005

a. Dependent Variable: Organizational Commitment

Source: data processed by SPSS 26, 2024

From table 7, the multiple linear regression equation can be seen as follows: $Y = 1.301 + 0.373 X_1 + 0.345 X_2$

From the multiple linear regression equation, it can be explained as follows:

- The constant value of has a positive value of 1.301. So it can be interpreted that if the Work Ethic and Organizational Culture have a value of 0 (zero), then Organizational Commitment has a value of 1.301.
- The value of the regression coefficient of variable X_1 is positive at 0.373, which means that if variable X_1 increases, variable Y will also increase and vice versa.
- The value of the regression coefficient of variable X_2 is positive at 0.345, which means that if variable X_2 increases, variable Y will also increase and vice versa.

Correlation Coefficient And Determination (R²)

The correlation and determination coefficient values (R²) can be seen in Table 7:

Table 8 Correlation Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.693	.679	.21235
a. Predictors: (Constant), Organizational Culture, Work Ethic				
b. Dependent Variable: Organizational Commitment				

Source: data processed by SPSS 26, 2024

From table 8 it can be seen that the R value (correlation) obtained is 0.832. Where this value is between 0.800-1.000, this means that between Work Ethic (X1), and Organizational Culture (X2), to Organizational Commitment (Y) has a strong relationship.

Coefficient of Determination (R^2)

This test is to determine how much contribution variable X has to variable Y. The results of the Determination Coefficient test can be seen in Table 7 stating that the value of the Determination Coefficient or R square obtained is 0.693. This means that 69.3% ($1 \times 0.693 \times 100\%$) of the influence on Organizational Commitment is explained by Work Ethic and Organizational Culture, while the remaining 30.7% is explained by other variables that are not included in the research variables.

Simultaneous Effect Test (F Test)

The results of the simultaneous influence test (F test) can be seen in Table 8 below:

Table 9 Results Of Simultaneous Influence Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.376	2	2.188	48,518	.000 ^b
	Residual	1,939	43	.045		
	Total	6.315	45			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Organizational Culture, Work Ethic						

Source: data processed by SPSS 26, 2024

Based on the results of the F test in Table 9, it can be seen that the variables independent has a significant effect on the dependent variable. This can be seen from the calculated F value of $48.518 > F \text{ table } 3.20$ and the probability value of Sig. of $0.000 < 0.05$, meaning that the variables Work Ethic and Organizational Culture simultaneously have an effect on Organizational Commitment.

Partial Effect Test (t-Test)

The results of the partial influence test (t-test) can be seen in Table 9:

Table 10 Results Of Partial Influence Test (T-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.301	.327		3.981	.000
	Work ethic	.373	.117	.451	3.178	.003
	Culture Organization	.345	.115	.425	2,994	.005

a. Dependent Variable: Organizational Commitment

a. Dependent Variable: Organizational Commitment

Source: Data processed by SPSS 26, 2024

Based on Table 10, it can be seen that the results of the partial influence test (t-test) produce a sig value which will be interpreted as follows:

- The calculated t value of the Work Ethic variable (X1) is 3.178 > t table of 1.679 and the significant level is 0.003 < 0.05. This means that the Work Ethic variable partially has a significant influence on the Organizational Commitment variable (Y), so H_a is accepted and H_o is rejected.
- The calculated t value of the Organizational Culture variable (X2) is 2.994 > t table of 1.679 and the level of significance is 0.005 < 0.05. This means that the Organizational Culture variable partially has a significant influence on the Organizational Commitment variable (Y), so H_a is accepted and H_o is rejected.

DISCUSSION

Based on the characteristics of the research respondents, it is known that most of the respondents are aged 45-51 years, female, with a last education of D3, group II/C and III/d, with a work period of 1-10 years, monthly income of 3,100,000-4,000,000, married status and the number of dependents is 2 people. The value of the multiple linear regression equation shows that the regression equation is $Y = 0.232 + 0.256 X_1 + 0.177 X_2$. The results of the Correlation Coefficient (R) obtained are 0.859. So this value shows that there is a relationship between Work Ethic and Organizational Culture towards Organizational Commitment strong Coefficient of Determination (R^2) of 0.739 means Commitment Organizational is influenced by Work Ethic and Organizational Culture with 73.9 and the remaining 26.1% is explained by other variables not examined in this study. Based on the results of the simultaneous influence test (F test) shows that Work Ethic and Organizational Culture simultaneously have a significant influence on Organizational Commitment. This can be seen from the calculated F value > F table which is 60.772 > 3.20 and probability. Sig. of 0.000 < 0.05.

CONCLUSION

Based on the results of this study, it can be concluded that there is a significant simultaneous influence between work ethic and organizational culture on the organizational commitment of civil servants at the Pemangkat Health Center, Sambas Regency, both work ethic and organizational culture have an important role in increasing employee commitment in an organization. However, partially work ethic and organizational culture individually have a

significant influence on organizational commitment. This shows that work ethic can create a productive and harmonious work environment.

SUGGESTION

Based on the conclusions from the research results that have been outlined above, suggestions can be put forward:

1. Work Ethic and Organizational Culture at the Pemangkat Health Center, Sambas Regency are in the good category. Both Work Ethic and Organizational Culture have an important role in increasing employee commitment to the organization
2. To improve the Work Ethic and Organizational Culture at the Pemangkat Health Center, Sambas Regency, commitment between colleagues is very important, by supporting each other, communicating openly, and sharing responsibilities, employees can create a positive work environment

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