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The Influence of Professionalism and Work Culture on Work Discipline Impacts Employee Performance at the Manpower and Transmigration Office of East Tanjung Jabung Regency

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Abstract: This study aims to analyze the influence of work professionalism and work culture on employee performance, both directly and indirectly through work discipline as an intervening variable at the Manpower and Transmigration Office of Tanjung Jabung Timur Regency. This study uses a quantitative approach with descriptive and verification methods. The study population was all 46 employees, and all of them were used as research samples (saturated samples). Data collection was carried out through a questionnaire with a Likert scale, then analyzed using the Partial Least Square (PLS) method through the SmartPLS 3.0 application. The results showed that work professionalism had a positive and significant effect on work discipline and employee performance. Work culture also had a positive and significant effect on work discipline and employee performance. In addition, work discipline was proven to have a positive and significant effect on employee performance. Other findings showed that work professionalism and work culture influenced employee performance through work discipline as a mediating variable. These results indicate that increased professionalism and a positive work culture will foster work discipline, ultimately improving overall employee performance. Therefore, agency leaders need to continue fostering professionalism and a positive work culture by improving competency, discipline, and consistently implementing work values within the organization.

Keywords: Work Professionalism, Work Culture, Work Discipline, Employee Performance.

INTRODUCTION

In facing the dynamics of modern organizations, human resources (HR) are a key element determining the success of achieving institutional goals. HR is not merely a policy implementer, but a strategic asset that drives the organization's systems, technology, and management (Siagian, 2010). Good HR quality and performance will increase the effectiveness of the organization's tasks and responsibilities. Conversely, if HR management is weak, the potential of other resources will not be optimal (Sedarmayanti, 2017). This indicates that the current orientation of public organizations is not only focused on achieving administrative targets, but

also on increasing employee productivity and professionalism as the main drivers of bureaucratic reform.

In the context of local government agencies, including the Manpower and Transmigration Office (Disnakertrans) of East Tanjung Jabung Regency, the presence of professional and highly disciplined employees is an urgent requirement. Disnakertrans has a significant responsibility in carrying out strategic functions, such as workforce development, workforce productivity training, and transmigration management. The successful implementation of these functions is largely determined by employee work behavior oriented towards ethics, responsibility, and compliance with work regulations. However, based on attendance data for the period 2019–2023, the level of employee indiscipline reached an average of 6.79%, even increasing to 8.67% in 2023 (Disnakertrans, East Tanjung Jabung Regency, 2024). This fact illustrates a serious problem in terms of work discipline that can have a direct impact on declining organizational effectiveness.

Conceptually, work discipline is a person's willingness to comply with all applicable organizational regulations and social norms (Hasibuan, 2016). Discipline is not only in the form of adherence to working hours, but also reflects an attitude of responsibility, integrity, and awareness in carrying out duties. Good discipline is an indicator of human resource quality and contributes directly to improving employee performance (Ayer et al., 2015; Dwiyanti et al., 2015). However, many public institutions still show weak work discipline due to low motivation, lack of internal control, and minimal awareness of work ethic (Mangkunegara, 2017). This is the main gap between normative expectations about employee discipline and empirical reality in the field.

One cause of low work discipline is a lack of employee professionalism. Professionalism can be defined as a person's ability, responsibility, and dedication to carrying out work according to established standards (Rivai & Sagala, 2019). Professional employees demonstrate a commitment to work quality, time efficiency, and adaptability to organizational change (Khumaira, 2020). Empirically, research by Suyanto (2021) shows that professionalism has a significant influence on improving employee discipline and performance in government environments. This means that professionalism reflects not only technical competence but also mental and moral attitudes in carrying out bureaucratic roles. Low professionalism will impact the emergence of negative behaviors such as procrastination, lack of responsibility, and low public accountability.

In addition to professionalism, work culture also plays a significant role in shaping employee behavior and performance. Work culture is a set of values, beliefs, and habits that serve as guidelines for members of an organization in carrying out their work (Triguno, 2013). A positive work culture will create a conducive work environment, increase a sense of belonging to the organization, and strengthen work discipline (Nawawi, 2015). Conversely, a weak work culture will result in decreased work morale and productivity. Based on an initial survey of 15 Disnakertrans employees, 58% of respondents stated that the work culture was still low, particularly in aspects of accuracy, dedication, and work initiative. These findings indicate that an unstable work culture is an obstacle to building sustainable discipline and professionalism.

Previous research findings also confirm a significant relationship between work culture and employee performance. For example, research by Anggelina et al. (2017) found that a positive work culture can increase employee morale, loyalty, and productivity. Meanwhile, research by Yuliani (2022) demonstrated that work culture plays a role in shaping disciplined behavior, which in turn mediates improved organizational performance. However, most of these studies have not yet examined the relationship between professionalism, work culture, work discipline, and performance within an integrated model within local government. This is the research gap that this study aims to fill.

Employee performance is an indicator of a public organization's success in achieving service goals. According to Robbins and Judge (2019), performance is influenced by ability, motivation, and a supportive work environment. In the public sector, employee performance is often measured not only by work results but also by the processes and ethics involved in their implementation. Therefore, research linking professionalism and work culture to discipline and their implications for performance is crucial to explaining how individual behavior and organizational values systematically influence work outcomes.

Thus, the urgency of this research lies in strengthening work discipline as a key factor in improving the performance of government employees. Theoretically, this research contributes to enriching the study of human resource management in the public sector with an integrative approach between professionalism, work culture, and work discipline. Practically, the results of this study are expected to serve as a basis for agency leaders in designing performance improvement strategies by strengthening the values of professionalism and work culture within the bureaucracy. Based on this background, this study aims to analyze the direct and indirect effects of professionalism and work culture on employee performance through work discipline.

METHOD

This study uses a quantitative approach with descriptive and verification research types. The quantitative approach was chosen because this study seeks to objectively measure the relationship between variables based on numerical data obtained through a survey (Sugiyono, 2019). Descriptive research is used to provide an overview of the level of professionalism, work culture, work discipline, and employee performance, while verification research is used to empirically test hypotheses regarding the influence between these variables. According to Ferdinand (2016), verification research serves to ensure the truth of a causal relationship between variables that have been formulated in the hypothesis.

The population in this study was all 46 employees of the East Tanjung Jabung Regency Manpower and Transmigration Office. Due to the relatively small population (<100 respondents), the entire population was used as the research sample or census (Arikunto, 2014). The use of this census technique aims to make the research results more accurate and representative of the actual population conditions. According to Riduwan (2017), sampling using a census approach provides a more comprehensive picture because no unit of analysis is overlooked.

The data analysis technique in this study was carried out in two stages, namely descriptive analysis and inferential analysis. Descriptive analysis was used to describe the empirical conditions of the variables of professionalism, work culture, work discipline, and employee performance based on the average scores from the questionnaire results. Inferential analysis was conducted to test the direct and indirect effects between variables using the SEM-PLS model. According to Hair et al. (2019), the PLS method is a flexible and powerful approach to analyzing causal relationships between latent variables, especially in relatively small sample sizes. Testing was carried out using a bootstrapping procedure to obtain t-statistic and p-value values to assess the significance of the influence between variables at a 95% confidence level ($\alpha = 0.05$).

To support the reliability of the results, the model analysis was conducted through two main stages: outer model evaluation and inner model evaluation. The outer model aims to assess the quality of indicators through convergent validity, discriminant validity, and construct reliability tests, while the inner model is used to assess the strength of structural relationships between latent variables based on R-Square and t-statistic values. Model acceptance criteria are determined based on R-Square values of ≥ 0.25 (weak), ≥ 0.50 (moderate), and ≥ 0.75 (strong) (Hair et al., 2019). With these stages, it is hoped that the research results can provide strong empirical evidence regarding the relationship between professionalism, work culture, work discipline, and employee performance in local government environments.

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the results of data collection through the distribution of questionnaires to employees who served as respondents, the characteristics of each respondent can be identified with the hope that this information can be used as input which will be described as follows.

Table 1. Respondent Characteristics

No	Respondent Profile	Amount	Percentage (%)
1	Gender		
	Man	27	58,7
	Woman	19	41,3
2	Age Group (Years)		
	< 25	6	13
	25 – 35	22	47,8
	36 – 45	17	37
	> 45	1	2,2
3	Education		
	Senior High School	10	21,7
	Diploma	13	30,4
	Bachelor	20	43,5
	Master	2	4,3
4	Length of Service (Years)		
	< 3	5	10,9
	3 – 6	14	30,4
	7 – 10	24	52,2
	11 – 14	2	4,3
	> 14	1	2,2

Source: processed data (2025).

Descriptive Research Variables

Descriptive analysis was used by compiling a frequency distribution table to determine whether the scores for the research variables fell into the categories of very good, good, fair, poor, or very poor. The results of the descriptive analysis in this study are summarized in the following table.

Table 2. Description of Research Variables

No	Hipotesis	Score	Range	Results
1.	X1_Professionalism	170,7	156,4 – 193,1	Tall
2.	X2_Work Culture	169,4	156,4 – 193,1	Good
3.	M_Work Discipline	171,7	156,4 – 193,1	Tall
4.	Y_Performance	169,3	156,4 – 193,1	Tall

Source: Processed primary data, 2025.

Evaluation of Measurement Model (Outer Model)

The measurement model evaluation was conducted using three tests, each of which aimed to determine the contribution of the constructed items in measuring the latent variables. The first test analysis, convergent validity, serves to determine the relationship of each item to the latent variables. The second test analysis, discriminant validity, aims to test the reflective items against the latent variables by examining the accuracy of the research model. The third test analysis, composite reliability, aims to determine the reliability of the research items in measuring the latent variables.

a. Results of Convergent Validity Test Analysis

Convergent validity testing requires that if the factor loading value is ≥ 0.50 , all items used to measure the latent variable are valid. Conversely, if the factor loading value is < 0.50 , the items are invalid and must be dropped from the model. A factor loading value of ≥ 0.70 is recommended to produce a good Average Variance Extracted (AVE) value. The results of the convergent validity test analysis can be seen in Figure 1 below:

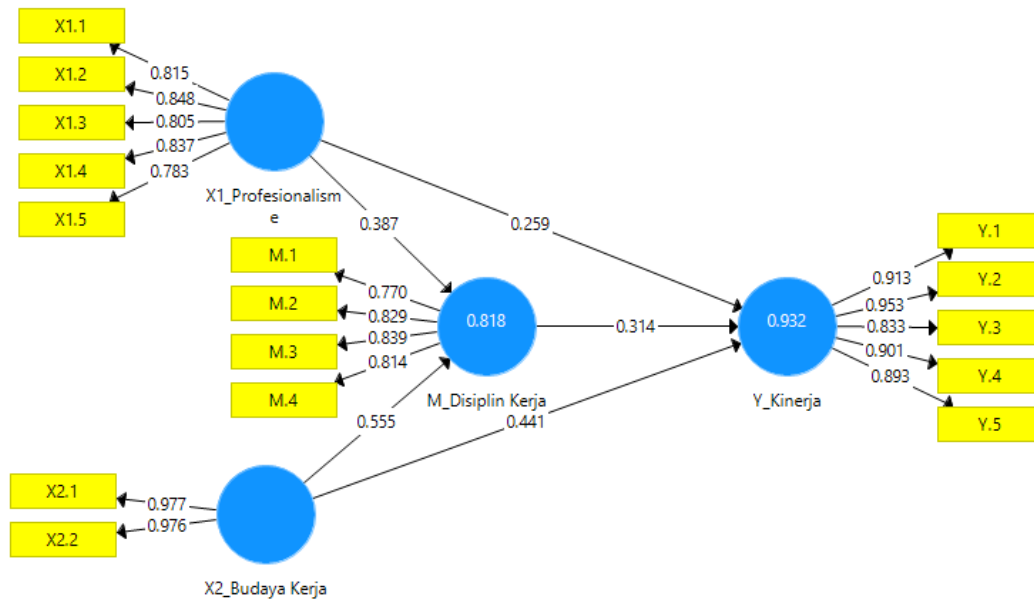


Figure 1. Outer Model

Based on Figure 1 above, it shows that all individual item contributions to their latent variables are valid. Therefore, the items or aspects that contributed to building this research model are listed based on the constructed constructs.

b. Composite Reliability Test Analysis Results

The composite reliability test analysis aims to determine the reliability of the items developed in this study. This model can be said to be good if it meets its assumptions. If the items used have a composite reliability ≥ 0.70 , then it can be said that the items are reliable in measuring the latent variable. Meanwhile, if the composite reliability < 0.70 , it can be said that the items in measuring or reflecting the latent variable are not reliable. The results of the composite reliability test are shown in Table 3 below:

Table 3. Composite Reliability Test Results

Variable	Composite Reliability	Conclusion
X1 Professionalism	0,910	Reliable
X2 Work Culture	0,976	Reliable
M Work Discipline	0,887	Reliable
Y Performance	0,955	Reliable

Source: SmartPLS 3 output, 2025.

Based on the composite reliability test results in Table 3, it shows that all variables constructed in this research model have composite reliability values above 0.70. This means that the items used as parameters to measure the latent variables are reliable and consistent. Therefore, the research model constructed meets the assumptions with good criteria at the good test criteria level.

Structural Model Test Results (Inner Model)

a. R-Square value (Coefficient of determination)

The R-Square analysis aims to determine the effectiveness of the constructed research model. The criterion for this test is that each exogenous variable must be able to explain or predict the endogenous variable. The requirement is that an R-Square value of 0.75 is considered a strong relationship, 0.50 is considered a moderate relationship, and 0.25 is considered a weak relationship. The results of this test are outlined in the discussion in Table 4.

Table 4. R-Square Test Results

	R Square	Adjusted R Square
M_Work Discipline	0,818	0,809
Y_Performance	0,932	0,927

Source: SmartPLS 3 output, 2025.

In Table 4 above, it is explained that the endogenous variables in this research model are work discipline and performance. Where the R-Square value of work discipline obtained is 0.818. The large R-Square value indicates that work professionalism and work culture have an influence or contribution to work discipline of 81.8%, while the remaining 18.2% is influenced by other factors not included in this research model. Meanwhile, the R-Square value of performance obtained is 0.932. The large R-Square value indicates that work professionalism, work culture, and work discipline have an influence or contribution to performance of 93.2%, while the remaining 6.8% is influenced by other factors not included in this research model.

b. F-Square Value (f^2 Effect Size)

F-square is calculated to measure the significance of changes in the R-square value when a particular construct is removed from the model to evaluate whether the removed construct has a substantive impact on the endogenous construct. The rule of thumb for assessing the F-square value is 0.02; 0.15; and 0.35, which indicate that the effect value is small, medium, and large, respectively, and an effect size with a value of less than 0.02 indicates that the variable has no effect (Hair et al., 2017). The results of the F-square value can be seen in the table below as follows:

Tabel 5. F-Square Test Results

	M_Work Discipline	Y_Performance
X1 Professionalism	0,250	0,240
X2 Work Culture	0,514	0,576
M_Work Discipline		0,266

Source: SmartPLS 3 output, 2025.

Based on the results of data processing in the table above, it can be seen that 2 exogenous variables in this study have a large contribution to the R-square value in the research model, namely the f-square value of the professionalism variable on work discipline, which is 0.250 or 25% (moderate). Then for the work culture variable on work discipline, it is 0.514 or 51.4% (large). For the f-square value of the professionalism variable on performance, it is 0.240 or 24% (moderate), then for the work culture variable on performance, it is 0.576 or 57.6% (large), finally for the work discipline variable on performance, it is 0.266 or 26.6% (moderate).

Hypothesis Testing Analysis Results (Path Coefficient)

The purpose of structural model (hypothesis) testing analysis is to determine the relationship between constructs. The results of the structural model testing are obtained through bootstrapping after removing invalid items from the model. To obtain the path coefficient value,

the t-statistic and p-value in the constructed structural model must meet the assumptions therein. The condition is, if the path coefficient value is positive and the p-value <0.05 at a 5% error level, it can be stated that there is a positive and significant influence between the latent variables, meaning that the hypothesis of the constructed research model can be accepted (proven) and vice versa, the model or influence between the latent variables can be declared not accepted (hypothesis rejected). The results of the structural model testing are explained in the discussion in Figure 2 and Table 6 below:

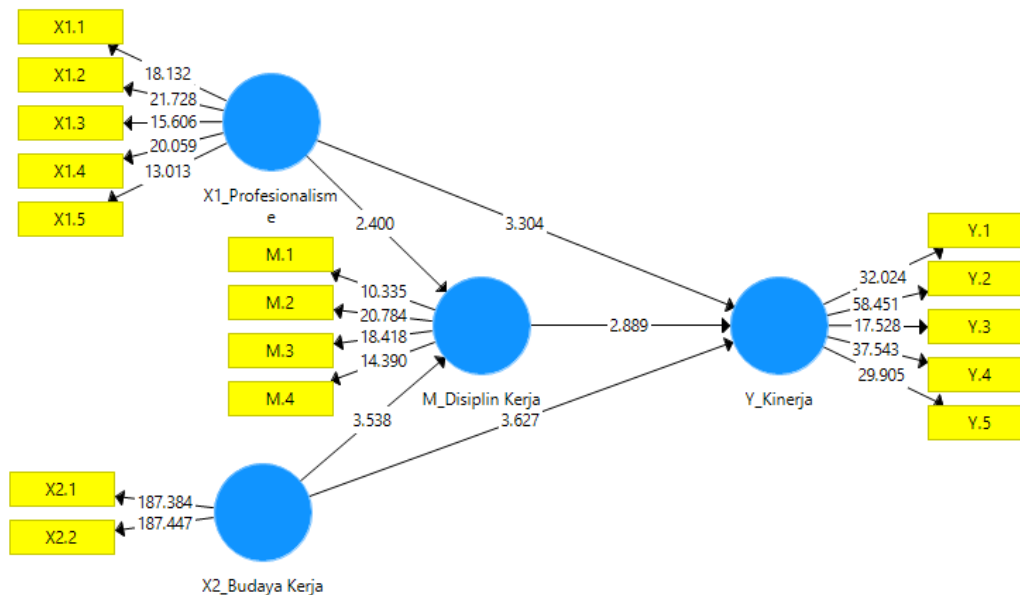


Figure 2. Research Construct Relationship Model Using Bootstrapping Method

Table 6. Hypothesis Test Result

Hypothesis	Latent Variables	Path Coefficient	T- Statistics	P Value	Conclusion
H1	X1_Profesionalisme -> M_Disiplin Kerja	0,387	2,400	0,017	Accepted
H2	X2_Budaya Kerja -> M_Disiplin Kerja	0,555	3,538	0,000	Accepted
H3	X1_Profesionalisme -> Y_Kinerja	0,259	3,304	0,001	Accepted
H4	X2_Budaya Kerja -> Y_Kinerja	0,441	3,627	0,000	Accepted
H5	M_Disiplin Kerja -> Y_Kinerja	0,314	2,889	0,004	Accepted
H6	X1_Profesionalisme -> M_Disiplin Kerja -> Kinerja	0,122	2,038	0,047	Accepted
H7	X2_Budaya Kerja -> M_Disiplin Kerja -> Y_Kinerja	0,174	2,153	0,032	Accepted

Source: SmartPLS 3 output, 2025.

The results of direct and indirect hypothesis testing obtained a T-statistic value > rule of thumb (1.96) and P value < 0.05 (5%), with these results it can be concluded that all direct and indirect influence hypotheses are accepted.

Discussion

The overall results of this study indicate that professionalism and work culture have a positive and significant influence on work discipline and impact the performance of employees at the Manpower and Transmigration Office of East Tanjung Jabung Regency. This finding

reinforces the view that professionalism and work culture are fundamental factors in shaping disciplined work behavior, which ultimately leads to improved performance of public organizations. Conceptually, this relationship can be explained through organizational behavior theory, which states that employee behavior and work outcomes are influenced by the values, attitudes, and systems prevailing in the work environment (Robbins & Judge, 2019).

High professionalism reflects an individual's ability, commitment, and responsibility for their work, which serve as the foundation for disciplined behavior. Professional employees possess an intrinsic awareness of working according to standards, respecting time, and maintaining integrity in carrying out their duties (Rivai & Sagala, 2019). In the context of this study, professionalism has been shown to be a significant factor driving increased employee discipline. These results align with research by Suyanto (2021), which found that employees with a high level of professionalism have better compliance and work responsibility. Practically, this demonstrates that efforts to improve professionalism through training and fostering work ethics can strengthen employee discipline, thereby creating a productive and integrity-based work environment.

In addition to professionalism, work culture has also been shown to have a significant influence on employee work discipline. A positive work culture serves as a value system that directs employees to act in accordance with organizational norms and goals (Triguno, 2013). When a work culture is built on the values of responsibility, precision, and cooperation, employees will be encouraged to comply with regulations and maintain a work ethic. The results of this study support the findings of Sudarijati & Puspita (2018), Ruliyansa (2018), and Anggelina et al. (2017), which indicate that work culture plays a significant role in improving employee discipline and productivity. In public organizations such as the Department of Manpower and Transmigration, the implementation of a positive work culture can strengthen a sense of belonging and pride in the institution, which in turn fosters discipline in the workplace. Thus, it can be concluded that a conducive work culture is the foundation for organizational discipline and stability.

Furthermore, the research results also show that professionalism and work culture have a direct positive effect on employee performance. This indicates that increased competence, responsibility, and the application of good work values will result in more optimal performance. According to Mangkunegara (2017), performance is the work results achieved by an individual based on their abilities, motivation, and professionalism. Professional employees are oriented towards work quality and effectiveness, so they are able to complete tasks more efficiently and responsibly. These results are supported by research by Khumaira (2020), Chrisdianto & Respati (2019), Bolung et al. (2018), Fujianti (2012), and Kartono (2018), which found that professionalism has a significant contribution to improving civil servant performance by increasing the sense of responsibility and work reliability. Thus, professionalism not only impacts discipline but also directly increases productivity and the quality of public services.

The influence of work culture on employee performance was also found to be significant. A strong work culture fosters commitment and loyalty to the organization, thus encouraging employees to deliver their best work results. Robbins and Judge (2019) emphasized that a well-internalized work culture will increase alignment between individual and organizational values, which in turn increases work effectiveness. These results align with research by Yuliani (2022), which found that work culture plays a significant role in improving the motivation and performance of civil servants. Furthermore, Anggelina et al. (2017), Pradana (2012), Kurniawan (2012), and Sinha et al. (2010) also suggested that work professionalism has a positive and significant influence on employee performance. In the context of this research, a work culture that emphasizes discipline, cooperation, and social responsibility has been shown to create a conducive environment for improving the performance of employees at the Manpower and Transmigration Office of Tanjung Jabung Timur Regency.

Work discipline has also been shown to be a key factor that directly influences employee performance. Disciplined employees demonstrate adherence to rules, punctuality, and consistency in completing tasks. Hasibuan (2016) states that discipline is a form of awareness and willingness to comply with organizational norms and regulations. Employees with high discipline will work more efficiently, avoid errors, and are able to maintain the quality of their work. Research by Agussalim et al. (2016), Ayer et al. (2015), Susanto et al. (2024), Wicaksono et al. (2022), and Dwiyantri et al. (2015) supports these findings by showing that discipline has a direct relationship with increased productivity and performance of public sector employees. Therefore, establishing strong discipline is an important strategy in improving organizational performance.

Furthermore, the results of this study also indicate that work discipline plays a mediating role in the relationship between professionalism and work culture on employee performance. This means that good professionalism and work culture will strengthen work discipline, which in turn has a positive impact on performance. This finding supports the theoretical model of organizational behavior, which states that disciplinary behavior is a connecting mechanism between individual values and organizational performance (Robbins & Judge, 2019). Empirically, the results of this study are also consistent with the findings of Yuliani (2022), who found that work discipline mediates the relationship between work culture and civil servant performance. Therefore, increasing professionalism and strengthening work culture will be more effective if accompanied by consistent and sustainable discipline development.

Overall, the findings of this study reinforce the view that human resource management in the public sector depends not only on systems and policies, but also on the formation of work values and behaviors. Professionalism, work culture, and work discipline are three main elements that interact to shape employee performance. The theoretical implications of these results indicate that organizational behavior theory can be effectively applied in the context of local government bureaucracy. Meanwhile, the practical implications of this study provide important input for agency leaders, particularly within the Manpower and Transmigration Office of East Tanjung Jabung Regency, to foster a positive work culture, strengthen professional development, and enforce discipline as strategies for continuously improving employee performance.

CONCLUSION

The results of this study conclude that professionalism and work culture have a positive and significant influence on work discipline and have an impact on improving the performance of employees at the Manpower and Transmigration Office of East Tanjung Jabung Regency. Professionalism reflected in the ability, responsibility, and work ethics of employees plays an important role in shaping discipline and high performance. Employees who have a professional commitment tend to obey the rules, respect time, and demonstrate integrity in completing their work. A strong work culture has also been shown to improve employee discipline, because organizational values such as responsibility, accuracy, cooperation, and loyalty are able to create a harmonious and conducive work environment.

Furthermore, work discipline has been shown to have a significant direct impact on employee performance. Disciplined employees demonstrate greater awareness and compliance in carrying out their duties, work more efficiently, and achieve better performance. Work discipline also serves as a mediating variable that bridges the influence of professionalism and work culture on employee performance, meaning that increasing professionalism and work culture will be more effective in improving performance if accompanied by strengthening work discipline. Overall, this study reinforces the theory of organizational behavior, which explains that individual values and organizational culture play a significant role in shaping work behavior that impacts the performance of government officials.

However, this study has several limitations that need to be considered. First, the study was conducted only at one agency, namely the Manpower and Transmigration Office of East Tanjung Jabung Regency, with a relatively limited number of respondents. Therefore, the results cannot be generalized to the context of other public organizations. Second, this study only used four main variables: professionalism, work culture, work discipline, and employee performance. However, there are other factors such as motivation, leadership, and organizational commitment that may also influence employee performance. Third, the research data was obtained through a closed questionnaire, so it was not able to explore in-depth employee perceptions or subjective experiences that could provide a qualitative understanding of the phenomenon being studied. Furthermore, this study used a cross-sectional approach, so the results only describe conditions during a specific period and are unable to explain the dynamics of changes in employee behavior in the long term.

Based on these results and limitations, this study recommends that agency leaders, particularly within the Manpower and Transmigration Office of East Tanjung Jabung Regency, pay more attention to fostering employee professionalism through training programs, technical guidance, and improving work ethics. These efforts need to be balanced with strengthening a work culture oriented towards the values of responsibility, discipline, and collaboration to create a productive and harmonious work environment. Leaders are also expected to be role models in enforcing discipline by implementing a fair and consistent reward and sanction system to foster intrinsic awareness within employees.

Furthermore, for future research, it is recommended to expand the research object to other agencies or regions and add other variables such as work motivation, transformational leadership, and organizational commitment to make the research model more comprehensive. A mixed approach between quantitative and qualitative methods is also recommended to explore the behavioral and cultural dimensions of the organization in more depth. Therefore, the results of this study are expected to provide theoretical contributions to the development of human resource management studies in the public sector and provide practical recommendations for policymakers in improving apparatus performance by strengthening professionalism, work culture, and sustainable work discipline.

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