

**EMPLOYEE PERFORMANCE IN MICRO BANKING AND SEVERAL FACTORS
THAT INCREASE IT**

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ABSTRACT

The purpose of this research was to analyze and explain the effect of the work environment, work ethos, work discipline and organizational citizenship behavior on the performance of employees of PT BPR BKK Purwokerto (Perseroda). This research was a quantitative research using a questionnaire of 167 respondents to employees of PT BPR BKK Purwokerto branch (Perseroda). The Sampling technique used nonprobability sampling method and the Slovin formula. Data analysis used validity test, reliability test, classic assumption test, multiple linear regression test, determination coefficient test, t test and f test. The results of his research show that work environment had a positive and significant effect on employee performance, work ethic had a positive and significant effect on employee performance, work discipline had a positive and significant effect on employee performance, organizational citizenship behavior had a positive and significant effect on employee performance and significantly Simultaneous work environment, work ethos, work discipline and organizational citizenship behavior have a positive and significant effect on employee performance.

Keywords: Work Environment, Work Ethos, Work Discipline, Organizational Citizenship Behavior, Employee Performance

ABSTRAK

Tujuan penelitian ini adalah untuk menganalisis dan menjelaskan pengaruh lingkungan kerja, etos kerja, disiplin kerja dan perilaku kewargaan organisasi terhadap kinerja pegawai PT BPR BKK Purwokerto (Perseroda). Penelitian ini merupakan penelitian kuantitatif dengan menggunakan kuesioner terhadap 167 responden karyawan PT BPR BKK Cabang Purwokerto (Perseroda). Teknik pengambilan sampel menggunakan metode nonprobability sampling dan rumus Slovin. Analisis data menggunakan uji validitas, uji reliabilitas, uji asumsi klasik, uji regresi linier berganda, uji koefisien determinasi, uji t dan uji f. Hasil penelitiannya menunjukkan bahwa lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, etos kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, disiplin kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, perilaku kewargaan organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai. berpengaruh signifikan terhadap kinerja karyawan dan signifikan Secara simultan lingkungan kerja, etos kerja, disiplin kerja dan perilaku kewargaan organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan.

Kata kunci: Lingkungan Kerja, Etos Kerja, Disiplin Kerja, Perilaku Kewargaan Organisasi, Kinerja Karyawan

diterima	21 Februari 2022	direview	11 April 2022	diterbitkan	26 April 2022
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I. INTRODUCTION

Every company that competes to be superior compared to other companies, one of which is a regional company. Indonesian Law Number 17 of 2003 concerning State Finance. Meanwhile, Regional Owned Enterprises is a business entity whose capital is wholly or partly owned by the regional government. In Banyumas Regency there are several regional companies, one of which is the Rural Bank Purwokerto Branch (www.peraturan.bpk.go.id).

One measure of the quality of human resources is their performance. The performance of a banking company such as Rural Bank Purwokerto Branch does not depend only on a good strategy but on the existence of qualified human resources so that it can support the company's goals. Human Resources or qualified employees will be able to put the company on the competitive path or even become a leader in the competition. The quality of Human Resources within the company must continue to be developed by the company which is adjusted to the current developments, so that employees can carry out their work professionally, responsibly, and have a good attitude in order to assist the company in meeting increasingly complex consumer needs. (Maulida, 2018).

There are several factors that affect employee performance, one of the factors affecting employee performance is the work environment. Based on the results of research conducted by (Darmayanti, 2018), (Sudiman, 2020), (Hermina, 2016) and (Yantika, 2018) the work environment has a positive and significant effect on performance. In contrast to research conducted by (Ariyati, 2020) which results that the work environment does not have a significant effect on employee performance. The next factor that can affect employee performance is work ethic. Based on research conducted by (Simanjuntak, 2020), (Mangkat, 2019), (Sayuti, 2018), (Mogot, 2019), (Sayuti, 2018) and

(Damanik, 2018) shows that work ethic has a positive and significant effect on employee performance. In addition to the above variables, work discipline variables can also affect employee performance. Based on research conducted (Sitanggang, 2017), (Widodo, 2018), (Sudiman S., 2020) and (Arda, 2017) discipline has a positive and significant effect on performance. In contrast to research conducted by (Tanjung, 2020) work discipline has no significant effect on employee performance. Apart from work discipline, organizational citizenship behavior (OCB) also affects employee performance. Based on research conducted by (Tanjung, 2020), (Merentek, 2018), (Ramadhan, 2018), (Aini, 2016) and (Nisa, 2018) organizational citizenship behavior has a positive and significant effect on employee performance.

Identification Of Problems

This research is a development of research (Yantika, 2018). The difference between this research and previous research is that this research adds variable organizational citizenship behavior and wants to know that organizational citizenship behavior has a significant positive effect on employee performance at PT BPR BKK (Perseroda) Purwokerto Branch. Based on the background that has been stated above and the differences in the results of previous research on employee performance.

Employee Performance

Employee Performance is the willingness of a person or group to carry out an activity and improve it according to their responsibilities with the expected results (Sinambela, 2017). Based on some opinions of experts regarding performance, the researcher concludes that performance is the willingness of a person or group to carry out an activity in accordance with their responsibilities with the expected results. Mangkunegara (2009) in (Aini, 2016) suggests that the performance indicators are:

1. Quality of work, is how well an employee does what should be done.
2. Quantity of work, it is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.
3. Implementation of duties, is how far the employee is able to do his job accurately or without mistakes.
4. Responsibility, is the awareness of the employee's obligation to carry out the work given by the company.

Work environment

According to (Darmayanti, 2018) the work environment is a place where employees carry out activities every day. A conducive work environment provides a sense of security, comfort and allows employees to work optimally. Based on some opinions of experts regarding the work environment, the researchers concluded that the work environment is everything that is around the workers that can affect morale in order to achieve the expected performance. According to (Nuryasin, 2016) which includes indicators in the work environment, namely :

1. Coloring
2. Cleanliness
3. Air exchange
4. Lighting
5. Security
6. Noise.

Work ethic

Ethic comes from Greek, which is "ethos" which can be understood as attitude, personality, character, and belief in something (Priansa, 2017). Work ethic is a set of basic attitudes or views held by employees to assess work as a positive thing for improving the quality of life, thereby affecting work behavior in business organizations (Priansa, 2017). Based on some opinions of experts regarding work ethics, the researchers concluded that work ethic is a set of positive behaviors that employees have to be able to work better in

order to get added value in their lives. According to (Yantika, 2018) work ethic indicators are as follows :

1. Communication between employees
2. Work masters or skills
3. Work compliance with the company
4. Seriousness at work.

Work Discipline

According to (Sinambela, 2017) work discipline is a person's ability to work regularly, persistently and work in accordance with applicable rules without violating predetermined rules. Rivai (2005) in (Sudiman, 2020) explains that work discipline is one of the tools used for managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to obey company regulations and norms. prevailing social. Based on some opinions of experts regarding work discipline is the awareness and willingness of an employee to comply with the existing regulations in an organization. According to Rivai (2005) in (Sinambela, 2017) work discipline has several components which at the same time can be used as indicators :

1. Attendance
2. Adherence to work regulations
3. Adherence to work standards
4. High level of vigilance
5. Working ethically.

Organizational Citizenship Behavior

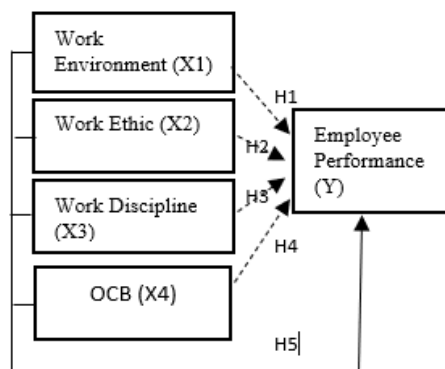
According to (Priansa, 2017) organizational citizenship behavior is behavior based on personal desires that are carried out outside of their formal duties and are not directly or explicitly related to the reward system. Pareke (2008) in (Ramadhan, 2018) explains that organizational citizenship behavior is a form of extra-role, behavior that is not included as a person's official work roles, because organizational citizenship behavior is a role that is carried out voluntarily. Based on some opinions from experts regarding organizational citizenship behavior (OCB), voluntary behavior that is not part of official

work includes helping behavior for others who are able to make a positive contribution to the organization. According to Organ (2006) in (Ramadhan, 2018) several indicators of organizational citizenship behavior :

1. Altruism (helpful behavior)
2. Civic virtue
3. Conscientiousness (prudent behavior)
4. Courtesy (respect relationships)
5. Sportsmanship (tolerance behavior).

Framework

Based on the research literature, the framework can be described as follows :



Picture 1. Research Framework

Hypothesis

- H1: Work environment has a positive and significant effect on employee performance
H2: Work ethic has a positive and significant effect on employee performance
H3: Discipline has a positive and significant effect on employee performance
H4: Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance
H5: Work environment, work ethic, work discipline and organizational citizenship behavior simultaneously have a positive and significant effect on employee performance.

II. RESEARCH METHOD

Research types, samples and data collection methods

The type of research used in this research is quantitative research because the research data is in the form of numbers and the analysis uses statistics (Sugiyono, 2018). Based on the type of sampling technique, this research used nonprobability sampling. To determine a sample from a population, the Slovin formula was used, in order to obtain a sample of 167 respondents. The type of data in this research uses primary data by distributing questionnaires to respondents. The answer goes to the Likert scale technique with five answers, namely: SS: Strongly Agree with a score of 5, S: Agree with a score of 4, N: Neutral with a score of 3, TS: Disagree with a score of 2, STS: Strongly Disagree with a score of 1.

Data collection is done by distributing directly to the respondents as many as 167 Questionnaires. Researchers distributed questionnaires after obtaining permission from local officials.

Multiple linear regression analysis

In data analysis, the researcher tested the data instruments using validity and reliability tests. Classical Assumption Test Using Normality Test, Multicollinearity Test, and Heteroscedasticity. Data analysis test was performed using multiple linear regression with SPSS analysis tool.

The multiple linear regression model with these variables can be arranged in a function or equation as follows :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where Y is the Entrepreneurial Intention, β_0 is a constant, b_1, b_2 is the regression coefficient, X_1 is the need for achievement, X_2 is self-efficacy and ϵ is the error term.

III. RESULTS AND DISCUSSION

Validity test

One is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Sujarweni, 2015).

Table 1. Work Environment (X1) Validity Test Result

Number of item	r count value	r table value	Information
1	0,556	0,1277	Valid
2	0,674	0,1277	Valid
3	0,672	0,1277	Valid
4	0,752	0,1277	Valid
5	0,694	0,1277	Valid
6	0,610	0,1277	Valid

Table 2. Work Ethic (X2) Validity Test Result

Number of item	r count value	r table value	Information
1	0,694	0,1277	Valid
2	0,772	0,1277	Valid
3	0,777	0,1277	Valid
4	0,749	0,1277	Valid

Table 3. Work Discipline (X3) Validity Test Result

Number of item	r count value	r table value	Information
1	0,596	0,1277	Valid
2	0,570	0,1277	Valid
3	0,734	0,1277	Valid
4	0,671	0,1277	Valid
5	0,667	0,1277	Valid

Table 4. Organizational Citizenship Behavior (X3) Validity Test Result

Number of item	r count value	r table value	Information
1	0,486	0,1277	Valid
2	0,611	0,1277	Valid
3	0,788	0,1277	Valid
4	0,744	0,1277	Valid
5	0,762	0,1277	Valid

Table 5. Employee Performance (Y) Validity Test Result

Number of item	r count value	r table value	Information
1	0,685	0,1277	Valid
2	0,757	0,1277	Valid
3	0,789	0,1277	Valid
4	0,508	0,1277	Valid

Based on the results of the validity test, it was found that all variables were

rcount> rtable. The test results showed that the variable research instrument was valid.

Reliability Test

A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time Ghozali (2001) in (Sujarweni, 2015). A variable is said to be reliable if the Cronbach Alpha value is > 0.60. Ghozali (2001) in (Sujarweni, 2015).

Table 6. Reliability test value

Variable	Cronbach Alpha	Reliability Coefficient	Information
Work Environment	0,743	0,60	Reliabel
Work Ethic	0,735	0,60	Reliabel
Work Discipline	0,657	0,60	Reliabel
OCB	0,713	0,60	Reliabel
Employee Performance	0,632	0,60	Reliabel

Based on the Cronbach Alpha value of each variable is greater than 0.60 which indicates that the indicators used in the questionnaire statement in each variable are said to be reliable.

**Classic assumption test
Normality test**

The data normality test can be used the Kolmogorov Smirnov test, drawing conclusions to determine whether a data follows a normal distribution or not by assessing its significance value. Data is said to be normally distributed if significant is greater than 0.05 on the other hand if significant is less than 0.05, the data is not normally distributed. Ghozali (2005) in (Sujarweni, 2015).

Table 7.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		167
Normal Parameters ^{a,b}	Mean	0E-7

	Std. Deviation	.24785122
Most Extreme Differences	Absolute	.076
	Positive	.076
	Negative	-.053
Kolmogorov-Smirnov Z		.986
Asymp. Sig. (2-tailed)		.285
a. Test distribution is Normal.		
b. Calculated from data.		

Based on the results of the normality test, it shows that the Asym.Sig (2-tailed) value is 0.285, this value meets the sig requirements. $(p) > 0.05$ (level of signification). This means that the residual data is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a good correlation between the independent variables (independent) of the regression model. There should be no correlation between the independent variables of Ghozali (2005) in (Sujarweni, 2015). The method for testing the presence of multicollinearity can be seen from the tolerance value or variance inflation factor (VIF), the limit of the tolerance value > 0.1 or the VIF value is less than 10, so there is no multicollinearity (Sujarweni, 2015).

Table 8.
Multicollinearity Test Result

Variable	Colinearity Statistic	
	Tolerance	VIF
Work Environment	0,548	1,825
Work Ethic	0,565	1,770
Work Discipline	0,658	1,520
OCB	0,509	1,965

Based on the results of the multicollinearity test, it shows that there are no independent variables that have a tolerance value smaller than 0.10 and based on the calculation of the Variance Inflation Factor (VIF) it also shows that there are no independent variables that have a VIF value greater than 10. With Thus it can be concluded that the proposed regression model equation is free from the assumption of multicollinearity.

Heteroscedasticity Test

Heteroscedasticity test is a condition where the variance and confounding error are not constant for all independent variables. A good regression model is that there is no heteroscedasticity according to Ghozali (2005) in (Sujarweni, 2015). Heteroscedasticity test can be done using the Glejser test, namely by testing the level of significance. This test is conducted to respond to variable x as the independent variable with the absolute unstandardized regression residual value as the dependent variable. If the test result is above the significant level ($r > 0.05$) it means that heteroscedasticity does not occur and vice versa if the level is below significant ($r < 0.05$) it means that Ghozali (2005) heteroscedasticity occurs (Sujarweni, 2015).

Table 9. Heteroscedasticity Test Result

Variabel	Sig
Work Environment	0.523
Work Ethic	0.065
Work Discipline	0,552
OCB	0,951

Based on the results of the heteroscedasticity test, it shows that the overall significant value of the independent variables is above 0.05, which means that the regression model is assumed to have no heteroscedasticity.

Data Analysis Test

Multiple Linear Regression Test

Multiple regression analysis is used to analyze the effect of several independent variables on the dependent variable together. In relation to this research, the independent variables are work environment (X1), work ethic (X2), work discipline (X3) and organizational citizenship behavior (X4) while the dependent variable is employee performance (Y).

Tabel 10. Multiple Linear Regression Test Result

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.888	.288		3.085	.002
Work Environment	.223	.076	.228	2.933	.004
Work Ethic	.177	.065	.209	2.723	.007
Work Discipline	.174	.071	.173	2.432	.016
OCB	.215	.076	.229	2.841	.005

a. Dependent Variable: Employee Performance

Based on the results of the regression analysis above, a regression equation can be drawn up as follows :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$= 0,888 + 0,223 X_1 + 0,177 X_2 + 0,174 X_3 + 0,215 X_4$$

The regression equation above can be explained as follows :

α = Constant value (α) shows a positive value of 0.888 which states that if the work environment, work ethic, work discipline and organizational citizenship behavior is zero or there is no change, the employee performance is 0.888 units.

β_1 = The regression coefficient value of the work environment variable shows a positive value of 0.223, that each increase in the work environment by one unit causes employee performance to increase by 0.223 units, assuming other variables remain.

β_2 = The regression coefficient value of the ethos work variable shows a positive value of 0.177 that every one unit increase in work ethic causes employee performance to increase by 0.177 units, assuming other variables remain.

β_3 = The regression coefficient value of the work discipline variable shows a

positive value of 0.174 that each increase in work discipline by one unit causes employee performance to increase by 0.174 units, assuming other variables remain.

The regression coefficient value of organizational citizenship behavior variable shows a positive value of 0.215 that each increase in organizational citizenship behavior by one unit causes employee performance to increase by 0.215 units assuming other variables remain.

Based on the results of multiple regression analysis, the variable that most influences the performance of employees at PT BPR BKK Purwokerto Branch is the work environment.

Coefficient of Determination (Adjusted R²)

The coefficient of determination (Adjusted R square) is used to measure how far the model is able to explain variations in the dependent variable. The coefficient of determination is one to one hundred. The small value of Adjusted R square means that the ability of the independent variables to explain the dependent variable is very limited. The values that approach the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2016).

Table 11. Coefficient of Determination (Adjusted R²) Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.463	.450	.25089

a. Predictors: (Constant), *Organizational Citizenship Behavior* (OCB), Work Discipline, Work Ethic, Work Environment

From Table above, it can be seen that the adjusted R Square value of the regression model formed in this study is 0.450 which indicates that the ability of the independent

variables (work environment, work ethic, work discipline and organizational citizenship behavior) is in explaining the dependent variable (employee performance).) is 45%, the remaining 55% is influenced by other variables not included in this research.

Hypothesis testing

T test

The partial test or t test basically shows how far the influence of one independent variable (work environment, work ethic, work discipline and organizational citizenship behavior (OCB)) individually in explaining the dependent variable (employee performance) (Ghozali, 2016). The hypothesis is accepted if the significant level is <0.05 and the hypothesis is rejected if the significant level is > 0.05.

Table 12. T Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.888	.288		3.085	.002
Work Environment	.223	.076	.228	2.933	.004
Work Ethic	.177	.065	.209	2.723	.007
Work Discipline	.174	.071	.173	2.432	.016
OCB	.215	.076	.229	2.841	.005

a. Dependent Variable: employee performance

1) First Hypothesis

Based on the table above, it can be seen that the test results for the work environment variable (X1) obtained t count of 2.933 while t-table is 1.65431, this means that t-count > t-table. The significance value of the work environment variable is 0.004 less than 0.05. because t-count > t-table (2.933 > 1.65431) means that the work environment has a positive and significant effect on employee performance, so that Ha is accepted and Ho is rejected.

The results of this study are in line with research conducted by Darmayanti,

(2018), Sudiman, (2020), Hermina, (2016) and Yantika, (2018) which state that the work environment has a positive and significant effect on performance.

2) Second Hypothesis

Based on the table above, it can be seen that the test results for the work ethic variable (X2) obtained t-count of 2.723 while t-table is 1.65431, this means that t-count > t-table. The significance value of the work ethic variable is 0.007 less than 0.05. because t-count > t-table (2.723 > 1.65431) means that work ethic has a positive and significant effect on employee performance, so that Ha is accepted and Ho is rejected.

The results of this study are in line with research conducted by Simanjuntak, (2020), Mangkat, (2019), Sayuti, (2018), Mogot, (2019), Sayuti, (2018) and Damanik, (2018) showing that work ethic has a positive effect on and significant to performance.

Third Hypothesis

Based on the table above, it can be seen that the test results for the work discipline variable (X3) obtained t-count of 2.432 while t-table was 1.65431, this means that t-count > t-table. The significance value of the work discipline variable is 0.016 less than 0.05. because t-count > t-table (2.432 > 1.65431) means that work discipline has a positive and significant effect on employee performance, so that Ha is accepted and Ho is rejected.

The results of this study are in line with research conducted by Sitanggang, (2017), Widodo, (2018), Sudiman S., (2020) and Arda, (2017) which state that work discipline has a positive and significant effect on performance.

4) Fourth Hypothesis

Based on the table above, it can be seen that the test results for the variable organizational citizenship behavior (OCB)

(X4) obtained t-count value of 2.841 while t-table is 1.65431, this means that t-count > t-table. The significance value of the work discipline variable is 0.005 less than 0.05. because t-count > t-table (2.841 > 1.65431) means organizational citizenship behavior has a positive and significant effect on employee performance, so that H_a is accepted and H_o is rejected.

The results of this study are in line with research conducted by Tanjung, (2020), Merentek, (2018), Ramadhan, (2018), Aini, (2016) and Nisa, (2018) which state that Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.

IV. CONCLUSIONS AND RECOMMENDATION

Conclusion

Based on the results of data analysis and discussion of research results and results of data testing that have been carried out, it can be concluded that the work environment, work ethic, work discipline and organizational citizenship behavior partially and simultaneously have a positive and significant effect on the performance of employees of PT BPR BKK Purwokerto. (Perseroda).

Recommendation

Based on the conclusions of this study, the researcher provides advice to company leaders to be able to increase the variables that have a significant positive effect on employee performance such as maintaining the work environment in the company on a regular basis, providing regular freedom in an effort to improve employee work progress and being able to try to develop the strengths of each employees, providing direction to employees so that they can attend work on time and be given sanctions if they violate regulations, as well as holding

motivational seminars to increase employee awareness of others and the importance of helping behavior in the company.

Several points need to be developed in order for further research related to work environment variables, work ethic, work discipline, organizational citizenship behavior on employee performance. For further researchers, they should expand the research sample and add research variables such as training, organizational culture, leadership style and others so that the results obtained are expected to be generalized.

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