

enrichment jurnal yumhi turnitin.docx

by reniapriani776@yahoo.co.id 1

Submission date: 09-Apr-2025 04:37PM (UTC-0700)

Submission ID: 2640803484

File name: enrichment_jurnal_yumhi_turnitin.docx (195.56K)

Word count: 4606

Character count: 26367



1 Empirical factors affecting the work ethic of BRI employees, Jakarta III Auditor Office

Yumhi¹, Didit Haryadi², Paniran³

^{1,2}STIE La Tansa Mashiro

²Universitas Primagraha

ARTICLE INFO

Article history:

Received Jan 30, 2023

Revised Feb 16, 2023

Accepted Feb 28, 2023

Keywords:

Work Ethic

Competence

Compensation

Job Satisfaction

ABSTRACT

This study explores the work ethic competence, compensation and job satisfaction of auditors in BRI Jakarta III office using a sample of 78 auditors. The respondents who completed the questionnaires collected data for each variable separately. The method used in this work is quantitative research and the analysis technique is SEM-based SmartPLS analysis. The results show that competence has an effect on work ethic, which indicates that increasing competence leads to an increase in the work ethic of auditors. that an increase in job satisfaction leads to an increase in auditor morale. Thus, rewarding can increase the work morale of auditors. The uniqueness of this finding is that job satisfaction has a greater impact than competence and compensation, so organizations must pay attention to job satisfaction and the factors that cause it, so BRI Jakarta III auditor must increase job satisfaction until employees get optimal job satisfaction

This is an open-access article under the CC BY-NC license.



Corresponding Author:

Yumhi,

STIE La Tansa Mashiro,

Jl. Soekarno-Hatta by pass Pasirjati, Cijoro Pasir, Kec. Rangkasbitung, Kabupaten Lebak, Banten 42317,

Indonesia.

Email: yumhiahmad@yahoo.co.id

INTRODUCTION

An organization is a static collection of individuals as an environmental system with interrelated and interconnected environmental subsystems that work directly to design achievable goals (Wahyudi et al., 2022). To implement a simple, efficient and effective organization, competent employees are very valuable and very necessary aspects related to the organization and needs (Anshori et al., 2022; Haryadi et al., 2022; Haryadi and Wahyudi, 2020). A person is a source of power that is used to move and synergize with individuals to achieve organizational goals (Alfarizi et al., 2022; Rahmatullah et al., 2022; Tania et al., 2021). In industrial competition, the system relies heavily on its employees. Therefore, the organizational system guarantees that its employees have an understanding and competence in the task of automatically achieving the goals of the organization. Employees with understanding and competence are important assets to support the system to support the competitiveness of the institutional system (Gunawan et al., 2022; Haryadi et al., 2021; Riyanto et al., 2022).

Bank Rakyat Indonesia (BRI) has improved over the past decade, although several business segments have declined due to the global impact of the Covid-19 pandemic, such as the credit sector and retail trade. BRI performance is influenced by many factors, but overall performance can also be influenced by the organization's control over each of its activities. Banking organization has two auditors for inspection, internal and external auditors, internal auditors are done by BRI itself and external auditors such as the Anti-Corruption Commission (KPK), Financial Services Authority (OJK), even for bank-related activities. The BRI government program budget can also be audited by the State Audit Office (BPK), which takes place in the spirit of monitoring the public interests of the country. For this, the role of internal auditors with a high work ethic. Empirical facts in the audit team of PT Bank Rakyat Indonesia (Persero) Tbk Jakarta III are as follows: Based on the data of the active report, it can be interpreted that 35% of the auditors are insufficiently qualified, because the enthusiasm is still low, the performance related to increasing the qualification audit knowledge is low for some auditors. Some accountants are reluctant to renew their qualifications because they perceive that the salary being paid does not match their skills and the company has not properly remunerated the accountant according to current professional standards.

This view is also supported by the fact that the number of auditors in each industry does not meet ideal standards and the distribution of auditors is uneven due to the limited human resources of auditors. Auditor satisfaction is still low as seen in the data matrix above, reporting is still not on target, discipline is still not on target, especially in terms of deadlines, and technology management is still not optimal. Auditors seem reluctant to try to optimally manage technology because some auditors are not comfortable and still do not like the auditor's work. Then, in a study (Chanzanagh and Akbarnejad, 2010) comparing Islamic work ethics literature with Islamic teachings to examine the structure of Islamic work ethics in the context of Iran as a Muslim country, work ethics is influenced by the needs of employees, the floor of each employee and so many factors affecting work ethic, including skill rewards and job satisfaction.

Work ethic is the spirit of work and the basis of beliefs characteristic of an individual or group (Zafirovski, 2011). Other opinions also argue that work ethic is an atmosphere that has meaning for the values or standards that individuals, their positions as employees or as part of the management itself, which regulate the internal rules of the organization, become work ethics. strong and a mandatory guide for everyone working in the organization (Jufrizen, 2017). Other opinions say the same, for example (Yarbrough et al., 2017). Ethos is a branch of philosophy that deals with moral values and standards that determine human behavior in life. Work ethic is a form of belief that can act as a guide to the behavior of a person, group or institution (guiding belief or person, group or institution) (Onyemah et al., 2018). By maintaining morale, employees can foster and maintain interpersonal relationships such as attraction and mutual respect, resulting in a better and more intimate relationship that allows employees to improve their performance through good work, an environment that can support the performance of these employees (Aldulaimi, 2016). Then (Imini et al., 2016) explained that work ethics can be interpreted as the attitudes and positions of a person, a group of people or a nation towards work, work habits, work-related characteristics or characteristics. He also explained that work ethic is also part of an individual's values. Sample habits show the characteristics of work ethic: punctual, moral, honest, dedicated, attitude, discipline, self-confidence and creative (Kong et al., 2015). Based on the above definitions and theories, it can be synthesized that work ethic is a work ethic characterized by efficiency and effectiveness, honesty, diligence and accuracy in work.

Competence is certain abilities, skills and abilities that are necessary to perform a job (Dessler, 2017:70). Competence according to (Leung et al., 2011): Characteristics that are in the background of a person and related to the effectiveness of individual performance in his work. According to (Anshori et al., 2022), competence has five characteristics, namely: a. Motives. Motive is a condition of behavior of a person who constantly thinks about action, b). Character (characteristics). Temperament is the nature character of a person that prompts them to behave and react in certain ways to certain circumstances. c. Self-concept. Self-concept is an attitude assessment measured by the respondent's test, which can be used to know whether a person is good or not. Like what has been done or what would like to be done. d. knowledge Knowledge is the body of knowledge that people have in a particular field. Knowledge is a complex competence. e) skill(s). Skills are a person's ability to perform certain tasks, both physically and mentally.

Competence (Robbins and Judge, 2019) is the ability and capacity of a person to perform various tasks in the workplace, where this ability is determined by intellectual and physical abilities. It is also a human characteristic that is related to efficiency effectiveness, this characteristic can be seen as action, behavior and thinking (Gomes, 2003). (Dessler, 2019) also explains that the criteria used predict work performance, that competence is divided into two categories, namely: a. Threshold competencies are the most important characteristic (knowledge or basic skills) that an employee must have to do their job. b) Distinctive competencies are the factors that separate someone who can perform well and someone who can perform poorly. For example, a person with a motivational goal (self-concept) is usually interested in setting goals that go beyond the goals set by the organization. Competence is the ability to properly perform tasks and the knowledge, skills and abilities required for one's position (Anshori et al., 2022). Other opinions also explain that competence refers to something that describes a person's competence or skills, both qualitative and quantitative skills (Cummings and Worley, 2019). Sinambela (2019) reveals that a person's competence skills can be influenced by several factors, namely beliefs and values, skills, experiences, personality traits, motivation, emotional issues and intellectual skills. From the above definitions and theories, it can be synthesized that competence is the ability to perform tasks characterized by the knowledge, skills and behavior required by the position.

The purpose of remuneration is to benchmark the performance of employees in the organization, employees are expected to fully participate in the activities of the company (Dessler, 2019) states that there are two dimensions to pay, namely direct salary and indirect salary. are as follows: 1. Direct compensation. Direct compensation is a type of remuneration or salary paid regularly during a specified grace period in cash or in kind based on payments made to employees for services rendered. Direct reward indicators, ie: compatibility of reward with work, compatibility of incentives with results achieved and reward received based on work performed. 2. Indirect compensation. Indirect compensation (indirect compensation) is a fixed salary or compensation in excess of salary to employees for the company's profits, which can be in the form of money or goods. Regarding the indicators of indirect compensation, namely: suitability of the expected profit, suitability of the insurance to the necessities of life, suitability of the place to the needs of the work and suitability of the rewards given to the results work.

Compensation functions as human resource management (HRM) which refers to the type of reward that employees receive for services rendered in organizational tasks. In a study (Yu et al., 2023). Ma et al., (2023) stated that reward is a reward or compensation provided by an organization to employees for good performance. Ahmed et al., (2021) Salary is a form of payment or reward intended for employees and resulting from the consequences of their work. Vahdati and others (2022) state that reward is the products and benefits that employees receive as a reward and the same type of reward as monetary exchange for employees to improve their work performance. This research was done because of the objectives to be achieved and the benefits or uses of the results of this research, e.g. find the factors that make high work morale possible.

Job satisfaction is the emotional state of a person who has a view of pleasant conditions in the work situation or vice versa (Saban et al., 2020). Because job satisfaction mediates the expectations and rewards provided by the management of the organization, job satisfaction is also closely related to justice theory, psychological understanding, and motivation. (Weiss and Merlo, 2015). After that, (Bakotić, 2016) explained that the discussion about job satisfaction is not something simple, both in terms of concept and analysis, because satisfaction has different nuances. (Taufail et al., 2018) explains the effect of job satisfaction on work ethic. In addition (Hayati and Caniago, 2012), the findings of this study examine the effects of Islamic work ethics on intrinsic motivation, job satisfaction, organizational commitment and work performance.

Based on the above definitions and theories, it can be synthesized that job satisfaction is the emotional state of a person who has a view of pleasant conditions during the performance of work tasks, or vice versa, to obtain important work values for himself. and the organization. . he runs Bakotić, (Bakotić, 2016)

RESEARCH METHOD

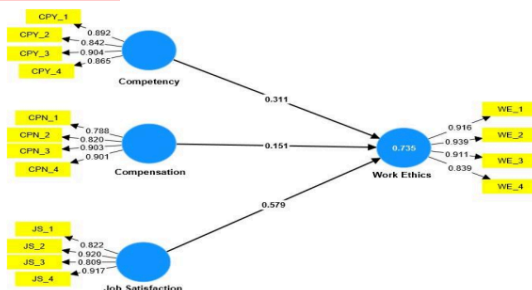
The research was conducted by Jakarta III auditors JL.Kapten Soebijanto Djojohadikusumo, No.1 Lt 6 Kav. CBD II BSD City South Tangerang. While Indonesia's banking organizations are developing, especially Bank Rakyat Indonesia (BRI), its performance has improved over the past decade, although several business units have fallen due to the global impact of the 19-nation pandemic, such as the lending sector. retail and non-retail sales. BRI performance is influenced by many factors, but in general performance can also be influenced by an organization's control over each of its activities. Banks have two auditors under the supervision of the organization, internal and external auditors, internal auditors are performed by BRI itself and external auditors such as the Anti-Corruption Commission (KPK), Financial Services Authority (OJK) even for bank-related activities. The BRI government program budget can also be audited by the State Audit Office (BPK), which is done in the spirit of monitoring the public interests of the country. Therefore, the role of internal auditors is the first observer whose duties and responsibilities require excellence, hence the importance of auditors' work ethics in maintaining the effectiveness of BRI. All BRI Jakarta III auditors are included, totaling 78 auditors.

The sample for this study is the entire sampled population. This study used a saturation sampling/overall sampling technique. The method used by the author in this research is a descriptive quantitative research with a causal approach. The method of causal inquiry seeks knowledge about the relationships, influence, effect and causal effects of various concepts either as factors for management science or in various ways. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 where the scale method is 1 strongly disagree, 2 disagree, 3 hesitant agree and 5 strongly agree. 78 questionnaires were received from the respondents. The data analysis technique of this study is descriptive analysis using SPSS version 26 utility, then inferential analysis using SmartPLS version. an utility to find the effect between variables with external model test including validity test and reliability calculation test, and then look at the roots. score value for each variable. Then proceed to test the internal model by looking at the R2 (R-squared) value. A bootstrap test is used to determine the effect between variables, which looks at the value of the t-statistic and p.

RESULTS AND DISCUSSIONS

Before hypothesis testing can be conducted, validity testing is necessary to show the degree to which the instrumentation and measurement methods are positive for the design. In this study, validity was tested by looking at convergent and discriminant validity. Additionally, the results of the validity trial can be observed in the following sketch.

Figure 1. Outer Model Research



Source: Results of 2022 research data processing

The above figure shows that if the elasticities of each indicator are all greater than 0.70, the data automatically meets the validity criteria. Opinion (Ghozali & Latan., 2015: 74) If the external load numbers for each indicator are greater than 0.70, the indicator is claimed to be accurate. Besides looking at the external load numbers, convergent validity can also be seen from the numbers that must be greater than 0.50 (AVE) (Chin et al., 2020; Ghozali. I & Latan. H, 2015; Hair et al., 2021). In this form, the mean-variance extracted from each variable exceeds 0.50, as shown in the figure below.

Table 1. Outer model and inner model

Variable/Indicator	Cross Loadings				CA	CR	AVE	R-square
	CPN	CPU	JS	WE				
12 Compensation (CPN)					0.876	0.915	0.730	
CPN_1	0,788	0,197	0,433	0,435				
CPN_2	0,820	0,190	0,461	0,421				
CPN_3	0,903	0,392	0,469	0,563				
CPN_4	0,901	0,307	0,455	0,479				
Competency (CPY)					0.899	0.930	0.768	
CPY_1	0,260	0,892	0,354	0,541				
CPY_2	0,276	0,842	0,351	0,470				
CPY_3	0,290	0,904	0,400	0,594				
13 CPY_4	0,324	0,865	0,406	0,526				
Job Satisfaction (JS)					0.890	0.924	0.754	
JS_1	0,528	0,401	0,822	0,704				
JS_2	0,448	0,361	0,920	0,700				
JS_3	0,409	0,381	0,809	0,658				
JS_4	0,454	0,356	0,917	0,691				
Work Ethics (WE)					0.923	0.946	0.814	0.735
0000WE_1	0,478	0,535	0,781	0,916				
WE_2	0,521	0,543	0,729	0,939				
WE_3	0,553	0,483	0,727	0,911				
WE_4	0,472	0,649	0,621	0,839				

Table 1 shows that the reliability test values indicate that the Cronbach's alpha value, the composite reliability value for all variables is greater than or equal to 0.70 points. Thus, the conclusion is that all variables are reliable or meet the reliability test, and the Average Variance Extracted (AVE) value is > 0.50, which indicates that reliability and construct validity are met. After testing the outer and inner models, the authors continued testing the data to determine the effect of the variables assumed by the authors, which in full can be seen in the bootstrap test below.

The assumed results are said to be accepted if the T statistical value and the t table index value > (1,960) or if the P value is smaller than the significance value of 0.05. The results can be seen in the following figure or table.

Table. 2 Bootstrapping Direct Effect Test Results

Hypothesis	Variable Influence Relations	Path Coefficient Direct Effect		
		Original Sample	T Statistic	P Values
H ₁	Competency → Work Ethics	0.151	2.245	0.025
H ₂	Compensation → Work Ethics	0.311	4.322	0.000
H ₃	Job Satisfaction → Work Ethics	0.579	7.239	0.000

Sumber: Output SmartPLS 4.0 diolah 2023

The form of the table above is the result of the Bootstrapping test with SmartPLS 4.0 which can be explained in the discussion below: The findings in this study prove that the competency variable has a significant effect on work ethic. With the original sample coefficient interval value obtained of 0.151, the T statistic number 2.245 is greater than the t table (1.960), and the p-value of 0.025 is smaller than the significance level (0.05). The competencies needed in several organizations to be able to achieve their goals are of course different, the classification of service companies and companies that produce goods or marketing offices will determine the competencies needed according to the style and direction of the company's strategy also requires different resources, the criteria that are needed are based on the classification of competencies that are real to be basic needs on the potential of prospective employees to be able to support organizational goals (Dessler, 2017:71). The competency view that expertise will affect the ability of employees owned by a person. A person is not necessarily willing to mobilize all the expertise he has to achieve maximum results. Again, an initiator is needed so that an employee is willing to use all the potential he has.

The second finding of the assumption in this study proves that the compensation variable has a significant effect on work ethic with the original sample coefficient interval of 0.311 and a statistical T Enrichment, Vol.12, No. 6, February 2023: pp 4698-4706

value of 4.322 which is greater than the t table (1.960) and a p-value of 0.000 which is smaller than the significance level (0.05). In this study, the more appropriate the compensation perceived by employees, the more the work ethic will increase. The company certainly needs compensation or also known as adequate and fair rewards, the compensation provided must also meet expectations that are quite competitive compared to similar organizations or companies. A good compensation payment system will greatly affect employee morale and work productivity. A good compensation system needs to be supported by a rational method and can create a person paid or compensated according to the demands of responsibility for his work (Khalid & Nawab, 2018).

The third finding of the assumption in this study proves that the job satisfaction variable has a significant effect on work ethic. Then the point coefficient interval for the original sample is 0.579, the T statistical value is 7.239 > T table (1.960), and the P value is 0.000 < sig (0.05). These results indicate that the higher the employees who have job satisfaction, the higher their work ethic. Where the greater the level of job satisfaction possessed by an employee, the employee's ability continues to increase. These results indicate that work ethic will increase with the managerial competence of an auditor. Respondents said that the openness of opportunities to climb increasingly open career paths, a sense of security that is fulfilled in activities, good organizational policies, harmonious ties between colleagues, then the establishment of harmonious relationships between leaders and followers have an impact on high employee performance. High Job Satisfaction of the employees concerned. Thus it is clear that Job Satisfaction has a direct positive influence on Work Ethic. (Alfarizi et al., 2022; Haryadi et al., 2021).

1

CONCLUSION

The third finding of the assumption in this study proves that the job satisfaction variable has a significant effect on work ethic. Then the point coefficient interval for the original sample is 0.579, the T statistical value is 7.239 > T table (1.960), and the P value is 0.000 < sig (0.05). These results indicate that the higher the employees who have job satisfaction, the higher their work ethic. Where the greater the level of job satisfaction possessed by an employee, the employee's ability continues to increase. These results indicate that work ethic will increase with the managerial competence of an auditor. Respondents said that the opening of opportunities to climb an increasingly open career path, a sense of security that is fulfilled in their activities, good organizational policies, harmonious ties between colleagues, then the establishment of harmonious relationships between leaders and followers have an impact on high employee performance. High Job Satisfaction of the employee concerned. Thus it is clear that Job Satisfaction has a direct positive influence on Work Ethic.

This research is limited to the influence of competence, compensation and job satisfaction on work ethic. The object of research is the auditor of BRI Jakarta III Auditor Office. For future research, it is necessary to add other variables including the effectiveness of emotional intelligence training, organizational commitment and auditor performance. In addition to variables, it is necessary to add research objects such as other banks including BCA, Mandiri, BNI which are still under the auspices of BUMN.

ACKNOWLEDGEMENTS

The author would like to thank profusely for the cooperation and dedication of the entire team. Enrichment Journal: Journal of Management, which has reviewed articles and published articles. compiled by the author. In addition, the authors also thank all partners who have collaborated and supported the preparation of this article so that it can be successful and published in the Enrichment Journal: Journal of Management.

References

- Ahmed, S., Ranta, M., & Vähämaa, S. (2021). Facial Attractiveness and CEO Compensation: Evidence from the Banking Industry. *SSRN Electronic Journal*, 123(November 2022). <https://doi.org/10.2139/ssrn.3744808>
- Aldulaimi, S. H. (2016). Fundamental Islamic perspective of work ethics. *Journal of Islamic Accounting and Business Research*. <https://doi.org/10.1108/JIABR-02-2014-0006>
- Alfarizi, A. W., Haryadi, D., & Shaechurodji. (2022). Mediating Job Satisfaction in Improving Employee Performance with The Role Of Empowerment And Work Discipline. *Jurnal Mantik*, 6(36), 1892-1902.
- Enrichment, Vol.12, No. 6, February 2023: pp 4698-4706

- 1706 □ ISSN 2087-6327 (Print) | 2721-7787 (Online)
- Anshori, A. S., Mukhsin, M., Suhendra, I., & Haryadi, D. (2022). Accuracy of Compensation and Competency Improvement in Improving Performance, Knowledge Sharing as An Intervening Variable. *Enrichment: Journal of Management Journal*, 12(3), 2201–2209.
- Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic Research-Ekonomska Istraživanja*. <https://doi.org/10.1080/1331677X.2016.1163946>
- Chanzanagh, H. E., & Akbarnejad, M. (2011). The meaning and dimensions of Islamic Work Ethic: Initial validation of a multidimensional IWE in Iranian society. *Procedia - Social and Behavioral Sciences*. <https://doi.org/10.1016/j.sbspro.2011.10.178>
- Chin, W., Cheah, J.-H., Liu, Y., Ting, H., Lim, X.-J., & Cham, T. H. (2020). Demystifying the role of causal- predictive modeling using partial least squares structural equation modeling in information systems research. *Industrial Management & Data Systems*, 120(12), 2161–2209. <https://doi.org/10.1108/IMDS-10-2019-0529>
- Cummings, T. G., & Worley, C. G. (2019). *Organization Development & Change (Pengembangan dan Perubahan Organisasi)* (Edisi 10). Alih Bahasa: Helly Prajitno Soetjipto & Sri Mulyantini Soetjipto, Pustaka Pelajar Yogyakarta.
- Dessler, G. (2017). *Manajemen Sumber Daya Manusia*. In *Pelatihan dan Pengembangan*.
- Dessler, G. (2019). *Manajemen Sumber Daya Manusia* (Edisi 14). Alih Bahasa: Diana Angelica, Salemba Empat Jakarta.
- E-Vahdati, S., Wan-Hussin, W. N., & Mohd Ariffin, M. S. (2022). Sustainability Performance and Board Compensation in Japan and ASEAN-5 Countries. *Borsa Istanbul Review*, 100358. <https://doi.org/10.1016/j.bir.2022.12.004>
- Jozaali, I. & Latan, H. (2015). *Partial Least Square, Konsep, Teknik dan Aplikasi Menggunakan Program Smart PLS*
- Gomes, F. C. (2003). *Manajemen Sumber Daya Manusia* (Edisi 2). CV. Andi Offset Yogyakarta.
- Gunawan, R., Haerofiatna, & Haryadi, D. (2022). The effect of extrinsic motivation interpersonal trust, and organizational commitment in improving employee performance. *Enrichment: Journal of Management*, 12(5), 3392–3399.
- Hair, J. F., Hult, G. T. M., Ringle, C., Sarstedt, M., Danks, N., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook. In *Springer*.
- Haryadi, D., & Wahyudi. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *GEMILANG: Jurnal Manajemen Dan Strategi Bisnis*, 1(1), 15–21.
- Haryadi, D., Prahiawan, W., Nupus, H., & Wahyudi. (2021). Transformational Leadership, Training, dan Employee Performance Mediasi Organizational Citizenship Behavior dan Job Satisfaction. *Ultima Manajemen Journal*, 13(2), 304–323.
- Haryadi, D., Setiawati, E. T., & Juhandi. (2022). The Role Of Organizational Culture On Improving Employee Performance Through Work Discipline. *Jurnal Mantik*, 6(1), 686–698.
- Hayati, K., & Caniogo, I. (2012). Islamic Work Ethic: The Role of Intrinsic Motivation, Job Satisfaction, Organizational Commitment and Job Performance. *Procedia - Social and Behavioral Sciences*, 65. <https://doi.org/10.1016/j.sbspro.2014.05.148>
- 1 <https://doi.org/10.1016/j.wds.2023.100049>
- Jani, J. S., Osteen, P., & Shippe, S. (2016). Cultural Competence and Social Work Education: Moving Toward Assessment of Practice Behaviors. *Journal of Social Work Education*. <https://doi.org/10.1080/10437797.2016.1174634>
- Jufrizen, J. (2017). Efek Moderasi Etika Kerja Pada Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Karyawan. *E-Mabis: Jurnal Ekonomi Manajemen Dan Bisnis*.
- Khalid, K., & Nawab, S. (2018). Employee Participation and Employee Retention gave Compensation. *SAGE Open*. <https://doi.org/10.1177/2158244018810067>
- Kong, H., Wang, S., & Fu, X. (2015). Meeting career expectation: Can it enhance job satisfaction of generation Y? *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/IJCHM-08-2013-0353>
- Leung, K., Ang, S., & Tan, M. L. (2014). Intercultural Competence. In *Annual Review of Organizational Psychology and Organizational Behavior*. <https://doi.org/10.1146/annurev-orgpsych-031413-091229>
- Ma, H., Yang, W., & Yao, L. (2023). A study case of China on inter-regional carbon compensation from the perspective of carbon neutrality. *World Development Sustainability*, 100049.
- 1 Nurwendi, W., & Haryadi, D. (2022). Peran Ambidexterity Organisasi Sebagai Variabel Intervening Dalam Meningkatkan Kinerja Pemasaran UMKM Di Masa Covid-19. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 11(1), 47–64. <https://doi.org/10.46367/iktishaduna.v11i1.513>
- Onyemah, V., Rouziès, D., & Iacobucci, D. (2018). Impact of religiosity and culture on salesperson job satisfaction and performance. *International Journal of Cross-Cultural Management*. <https://doi.org/10.1177/1470595818787543>
- Rahmatullah, A., Ramdanyah, A. D., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture And Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal Of Digital Business Management*, 3(2), 161–176.
- Riyanto, S., Damarwulan, L. M., & Haryadi, D. (2022). Moderation : work culture to improve employee performance with a non-physical work environment. *Jurnal Mantik*, 6(3), 3737–3743.
- Robbins, S. R., & Judge, T. A. (2019). *Organization Behavior (Perilaku Organisasi)* (Edisi 16). Alih Bahasa: Ratna Saban, D., Basalamah, S., Gani, A., & Rahman, Z. (2020). Impact Of Islamic Work Ethics, Competencies, Compensation, Work Culture On Job Satisfaction And Employee Performance: The Case Of Four Star Hotels. *European Journal of Business and Management Research*. <https://doi.org/10.24018/ejbmr.2020.5.1.181>
- Enrichment, Vol.12, No. 6, February 2023: pp 4698-4706

- Saraswati & Febriella Sirait, Salemba Empat Jakarta.
- Sinambela, L. P. (2019). *Manajemen Sumber Daya Manusia, Membangun Tim Kerja Yang Solid Untuk Meningkatkan Kinerja* (Edisi 1). Bumi Aksara Jakarta.
- Tania, T., Haryadi, D., Mirza, W. W., & Khairusy, A. (2021). Improving Employee Performance with Structural Empowerment and Transformational Leadership Through Job Satisfaction, Organizational Citizenship Behavior And Interpersonal Trust (Study at PT. BPRS Cilegon Mandiri). *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(11), 91–102.
- Taufail, M., Hussain, S., Shahzad, K., & Anum. (2018). Combined Effects of Job Insecurity and Islamic Work Ethics on Job Satisfaction and Job Performance. In *Journal Of Business & Economics* (Vol. 10, Issue 2).
- Zahyudi, W., Kurniasih, D., Haryadi, D., & Haquei, F. (2022). Enrichment : Journal of Management.
- Weiss, H. M., & Merlo, K. L. (2015). Job Satisfaction. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition*. <https://doi.org/10.1016/B978-0-08-097086-8.22029-1>
- Yarbrough, S., Martin, P., Alfred, D., & McNeill, C. (2017). Professional values, job satisfaction, career development, and intent to stay. *Nursing Ethics*. <https://doi.org>.
- Yu, H., Chen, C., & Shao, C. F. (2023). Spatial and temporal changes in ecosystem service driven by ecological compensation in the Xin'an River Basin, China. *Ecological Indicators*, 146(February 2022), 109798. <https://doi.org/10.1016/j.ecolind.2022.109798>
- Zafirovski, M. (2014). The protestant ethic and the spirit of democracy: What is the democratic effect of Calvinism? *International Journal of Sociology and Social Policy*. <https://doi.org/10.1108/IJSSP-05-2013-0055>

ORIGINALITY REPORT

79%

SIMILARITY INDEX

78%

INTERNET SOURCES

33%

PUBLICATIONS

23%

STUDENT PAPERS

PRIMARY SOURCES

1	enrichment.iocspublisher.org Internet Source	64%
2	www.enrichment.iocspublisher.org Internet Source	6%
3	exsys.iocspublisher.org Internet Source	3%
4	ojs.stieamkop.ac.id Internet Source	1%
5	Submitted to Universitas Negeri Semarang - iTh Student Paper	1%
6	giapjournals.com Internet Source	1%
7	www.rajournals.in Internet Source	1%
8	ndltd.ncl.edu.tw Internet Source	1%
9	elar.urfu.ru Internet Source	<1%
10	Hurriyati Ratih, Tjahjono Benny, GafarAbdullah Ade, Sulastri, Lisnawati. "Advances in Business, Management and Entrepreneurship", CRC Press, 2020 Publication	<1%
11	etd.uum.edu.my Internet Source	<1%

12	www.jgpp.com Internet Source	<1 %
13	w3.grupobbva.com Internet Source	<1 %
14	Jufrizen. "THE EFFECT OF ORGANIZATIONAL CULTURE AND ISLAMIC WORK ETHIC ON PERMANENT LECTURERS' JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND WORK PERFORMANCE", INA-Rxiv, 2018 Publication	<1 %
15	Burak Özdemir, Hamid Murad Özcan. "chapter 3 Islamic Work Ethic", IGI Global, 2022 Publication	<1 %
16	Dadan Darmawan, Boge Triatmanto, Mokhamad Natsir. "The Mediating Role of Job Satisfaction: With the Effectiveness of Training as a Driver of Employee Performance Improvement at the Housing, Settlement, and Cemetery Office of Tangerang District -- Banten", KnE Social Sciences, 2024 Publication	<1 %
17	ijafibs.pelnus.ac.id Internet Source	<1 %
18	Ade Gafar Abdullah, Isma Widiaty, Cep Ubad Abdullah. "Global Competitiveness: Business Transformation in the Digital Era", Routledge, 2019 Publication	<1 %
19	Muhammad Vrans Romi, Eeng Ahman, Disman Disman, Edi Suryadi, Ari Riswanto. "Islamic Work Ethics-Based Organizational Citizenship Behavior to Improve the Job Satisfaction and Organizational Commitment	<1 %

of Higher Education Lecturers in Indonesia",
International Journal of Higher Education,
2020
Publication

Exclude quotes Off
Exclude bibliography Off

Exclude matches Off