

Polri Work Ethic and Personnel Work Involvement Towards Public Service Performance of the West Kotawaringin Police Traffic Unit

Bayu Caesaria Tri Hardiyanto¹⁾ & Ibnu Khajar²⁾

¹⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: bayucaesariatrihardiyanto.std@unissula.ac.id

²⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: ibnukhajar@unissula.ac.id

Abstract. *This study is motivated by inconsistencies in previous research regarding the influence of work ethos on performance, thereby requiring a deeper examination by incorporating work engagement as an intervening variable. The research problem is formulated as: "How do Work Ethos and Work Engagement influence Personnel Performance in Public Service?" This study aims to explain the causal relationships among these variables and to examine the mediating role of work engagement in improving personnel performance. This research employs an explanatory design with a population consisting of all human resources within the Traffic Unit of the West Kotawaringin Police Department, totaling 43 personnel. A census sampling technique was used, meaning that every member of the population served as a respondent. Data were collected through a closed-ended questionnaire using a 1–5 Likert scale ranging from Strongly Disagree to Strongly Agree. Data analysis was conducted using Partial Least Squares (PLS) to test both direct and indirect relationships among variables. The findings show that work ethos has a positive and significant effect on work engagement, meaning that higher integrity, discipline, and responsibility enhance personnel's enthusiasm and dedication in performing their duties. Additionally, work ethos also has a positive and significant effect on performance, indicating that personnel with a strong work ethos tend to demonstrate better performance through improved reliability, responsiveness, and professionalism in delivering public services. Further results indicate that work engagement has a positive and significant effect on personnel performance. Moreover, work engagement mediates the relationship between work ethos and performance, suggesting that improvements in performance are largely driven by higher work engagement resulting from stronger work ethos. These findings highlight the importance of strengthening work values and psychological attachment to enhance the quality of public services.*

Keywords: *Engagement; Ethos; Performance.*

1. Introduction

One of the vital institutions in Indonesia is the Republic of Indonesia National Police, which

has the main objectives as stated in Article 4 of Law Number 2 of 2002. These objectives include efforts to realize domestic security, maintain public order, enforce the law, and provide protection, shelter, and services to the community, while still upholding human rights.

One of the important functional units within the police force is the Traffic Unit (Satlantas). The Satlantas plays a strategic role in maintaining security, safety, order, and smooth traffic flow (Kamseltibcarlantas). In carrying out its duties, the Satlantas focuses not only on enforcing traffic violations but also provides direct protection and service to the public in public spaces. This demonstrates the implementation of the service-oriented and protective police principles.

In line with the "civilian police" paradigm, the Traffic Police Unit is required to adopt a more humanistic approach in every interaction with road users. Services provided must center on the community as the primary subject, not merely the object of enforcement. Therefore, Traffic Police personnel must demonstrate a friendly, communicative, and responsive attitude to complaints.

Be a role model in traffic ethics. The principle of public accountability is also essential, where every officer's actions must be openly accountable to the public.

Thus, the role of the Traffic Police Unit (Satlantas) extends beyond simply enforcing the law on the roads, but also becomes an integral part of the process of establishing social order and protecting citizens' rights. Through an approach focused on service and respect for civil rights, the Traffic Police Unit strengthens the image of the Indonesian National Police (Polri) as an institution dedicated to serving and protecting the public fairly and professionally.

The police's crucial role in providing protection and security demands optimal service delivery in carrying out their duties as public servants, with the goal of creating superior police services (Hadi & Syaiful Anwar AB., 2021). The quality of these services is inextricably linked to public satisfaction with the services provided by the police. Sometimes, the complaint service faces high levels of congestion due to the large number of complaints or cases reported by the local community. The presence of numerous complaints emphasizes the importance of providing additional services to ensure that each complaint is processed in a timely manner and with high quality.

From a functional perspective, the Indonesian National Police (POLRI) is expected to carry out its duties ethically, fairly, and courteously, while also providing services and maintaining order. However, in recent times, the public has begun to lose confidence in the performance of the POLRI. This is related to enforcement actions that do not meet the requirements.

standards of ethics, fairness, and courtesy, even to the point of abusing organizational authority, values, and standards of polite behavior. These deviations encompass a wide range of behaviors that officers may engage in.

Deviations committed by some police officers indicate a gap between the police code of ethics, or expectations about how police should act, and the reality on the ground. This gap certainly does not occur without cause. According to researchers, there are two factors that contribute to deviations: internal and external. Internal factors include an individual's inability to adapt to their duties as a police officer, a desire for recognition, and an unhealthy mental state. External factors include economic needs, an unsupportive environment, and a lack of understanding of religion.

Work ethic encompasses attitudes, dedication, and work-related values (Arifin, 2023). If someone has a strong work ethic, they are more likely to exhibit extra-role behaviors (Asroti et al., 2022). Individuals with a strong work ethic may be more motivated to help coworkers, take initiative, or engage in activities that enhance organizational performance and well-being. Conversely, if someone has a weak work ethic, they may be less motivated to engage in extra-role behaviors. A low work ethic can result in a lack of initiative, a lack of engagement in tasks, and a lack of commitment to the organization.

additional, and lack of positive contributions that can improve the effectiveness and sustainability of the organization.

A strong work ethic among Traffic Police personnel plays a crucial role in improving performance, both in law enforcement and public service. A work ethic reflected in responsibility, discipline, and integrity encourages officers to work professionally and humanely. This has a direct impact on ensuring safe, orderly, and smooth traffic flow (Kamseltibcarlantas) and enhancing public trust. Therefore, work ethic is a key factor in achieving optimal, service-oriented Traffic Police performance.

This research was motivated by the discrepancies in findings from previous studies regarding the influence of work ethic on performance. Some studies, such as those by Sapada et al. (2017), concluded that work ethic does not significantly contribute to improving employee performance. However, these results contradict other findings, such as those by Mangkat et al. (2019), which actually showed that work ethic has a positive effect on the quality of civil service (ASN). These discrepancies in results prompted further research.

2. Research Methods

The type of research used in this study is explanatory research with an associative nature, which aims to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain the hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it can ultimately strengthen the theory used as a basis. In this case, the study examines the influence of work ethic, work engagement, and public service performance of personnel of the West Kotawaringin Police Traffic Unit. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the subjects (Widodo, 2017). The primary data for this study include: work ethic, work engagement, and public service performance of the West Kotawaringin Police Traffic

Unit personnel. Secondary data is data obtained from other parties. This data includes statistical data and references related to this study.

3. Results and Discussion

3.1. Respondent Description

This study used 43 members of the West Kotawaringin Police Traffic Unit as respondents. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. During the questionnaire distribution at the research location on October 2-4, 2025, all respondents were willing to complete the questionnaire. Consequently, the study yielded 43 completed questionnaires that could be used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

The characteristics of respondents used in this study can be classified based on gender as follows:

Table Respondent Description by Gender

Gender	Frequency	Percentage
Man	38	88.4
Woman	5	11.6
Total	43	100.0

Source: Processed research data, 2025.

Table above shows that the majority of respondents were men, 38 people or 88.4%, while only 5 people or 11.6% were women. This finding illustrates that the composition of personnel in the West Kotawaringin Police Traffic Unit is still dominated by men, which is in line with the general characteristics of police institutions that require high physical abilities and endurance in the field. This male dominance also indicates that the division of roles in carrying out traffic duties, such as regulating and securing roads, is still entrusted more to male personnel. This condition can have a positive impact on the effectiveness of the implementation of field duties that require assertiveness and high preparedness, although there is still a need to strengthen the capacity of female personnel in the areas of administration and public service.

2) Age

The characteristics of the respondents used in this study can be classified based on age level as follows:

Table Respondent Description by Age

Age	Frequency	Percentage
18 - 30 years old	11	25.6
31 - 40 years old	15	34.9
41 - 50 years old	11	25.6
>50 years	6	14.0
Total	43	100.0

Source: Processed research data, 2025.

The data presented in Table shows that the majority of respondents were in the 31–40 year age range, amounting to 15 people (34.9%), followed by the 18–30 year and 41–50 year groups, each with 11 people 25.6% of personnel were 50 years old and 6 (14.0%) were over 50. This indicates that the majority of personnel are of a relatively mature, productive age group. This age composition demonstrates a balance between energetic young people and experienced senior personnel, thus fostering synergy in team performance. This productive age group generally impacts readiness to face high workloads and adapt to new operational policies, such as the use of information technology in traffic services.

3) Last education

The characteristics of the respondents used in this study can be classified based on their last education as follows:

Table Respondent Description According to Last Education

Education	Frequency	Percentage
High School/Vocational School	16	37.2
Diploma	6	14.0
Bachelor	18	41.9
Postgraduate	3	7.0
Total	43	100.0

Source: Processed research data, 2025.

Based on Table 4.3 above, it can be seen that the majority of respondents had a Bachelor's degree (S1) of 18 people (41.9%), followed by a High School/Vocational High School (SMA/SMK) of 16 people (37.2%), a Diploma of 6 people (14.0%), and a Postgraduate of 3 people (7.0%). The high proportion of undergraduate graduates indicates that the human resources in the West Kotawaringin Police Traffic Unit have a good formal educational background. This is important because higher formal education contributes to improving analytical skills, understanding regulations, and providing professional-based public services. Furthermore, the presence of personnel with a high school education background demonstrates the need for competency development programs and ongoing training to ensure equitable performance across all levels of personnel.

4) Length of work

The characteristics of the respondents used in this study can be classified based on the length

of time they have worked as follows:

Table Respondent Description According to Length of Service

Years of service	Frequency	Percentage
0 - 3 years	6	14.0
>3 - 6 years	10	23.3
>6 - 9 years	16	37.2
> 9 years	11	25.6
Total	43	100.0

Source: Primary Data Processing Results, 2025.

Table shows that the majority of respondents (16 people) have served for more than 6-9 years, 11 people (25.6%) have served for more than 9 years, while 10 people (23.3%) have served for more than 3-6 years, and 6 people (14.0%) have served for 0-3 years. This data indicates that the majority of personnel are in the middle career stage with sufficient work experience to understand the procedures and dynamics of tasks in the field. This length of service has the potential to support stable performance and good work discipline because they have gone through the organizational adaptation phase. However, the proportion of personnel with a long service period in Under six years also provides an opportunity for leaders to strengthen coaching and mentoring so that performance potential can develop optimally.

Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

The data is explained by providing a weighted assessment for each statement in the questionnaire. The respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, from this scale, the data will be categorized into 3 groups. To determine the score criteria for each group, it can be calculated as follows (Sugiyono, 2017):

- a. Highest score = 5
- b. Lowest score = 1
- c. Range = Highest score – lowest score = 5 - 1 = 4
- d. Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00.

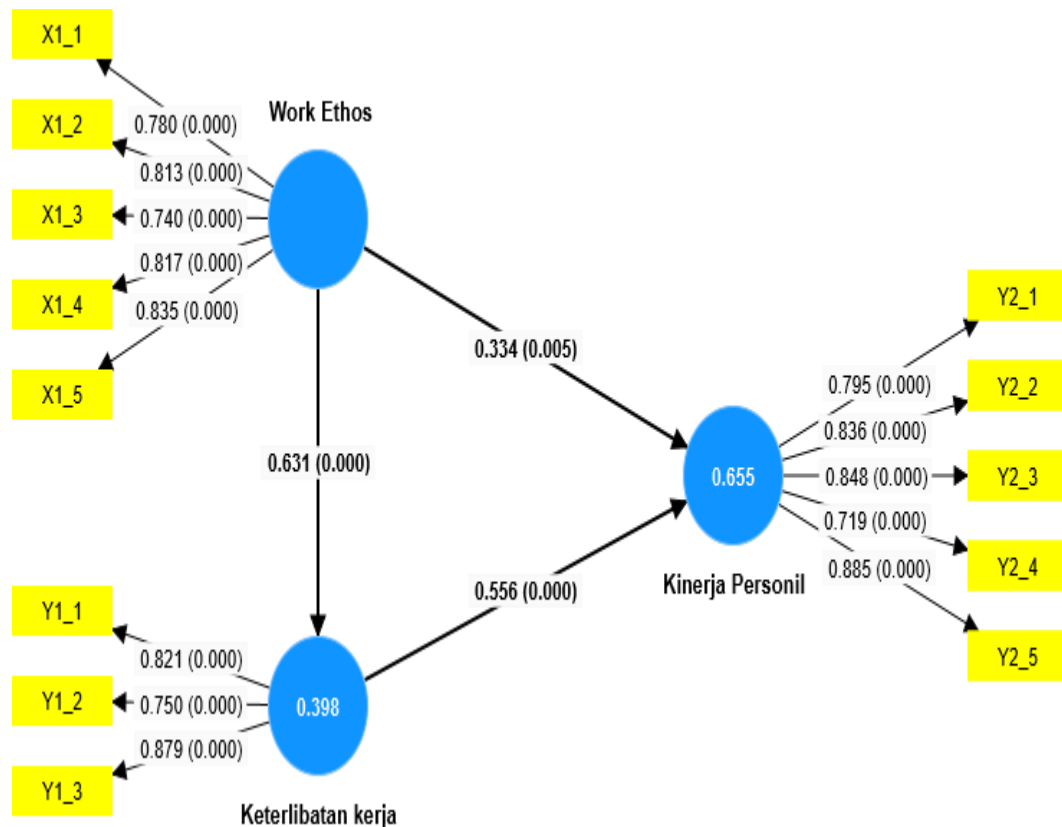
Inner model analysis in PLS is a structural model analysis to examine the relationships

between research variables. Hypothesis testing can be performed using t-statistics. The test results can be seen in the structural model output, which examines the significance of factor loadings, which explain the influence of the work ethic construct on personnel performance through the mediation of work engagement as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)



1) Direct Influence Analysis

This section presents the results of the hypothesis testing conducted in the previous chapter. To determine the acceptance of the hypothesis, a comparison can be made between the calculated t and the t-table, assuming that the calculated t is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values

Involvementw ork -> Performance Personnel	0.556	0.552	0.119	4,676	0.000
Work Ethos -> Work involvement	0.631	0.637	0.095	6,629	0.000
Work Ethos -> Personnel Performance	0.334	0.341	0.119	2,816	0.005

Source: Results of data processing with Smart PLS 4.1.0 (2025)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1

H1: The higher the work ethic, the higher the work involvement of personnel.

Based on the results of the structural model test, the original sample estimate value was 0.631, indicating that work ethic has a positive effect on work engagement. This result also strengthened by the calculated t value of 6.629 which is greater than the t table (1.96) and the p value of $0.000 < 0.05$, so that the effect is declared significant. Thus, the first hypothesis (H1) namely "The higher the Work Ethic, the higher the work involvement of personnel." can be accepted.

2) Hypothesis Testing 2

H2: The higher the work ethic, the higher the personnel performance.

The test results show an original sample estimate of 0.334, with a positive correlation. The calculated t-value is 2.816.

> 1.96 and p-value of $0.005 < 0.05$, so the effect is declared significant. This proves that Work Ethic has a positive and significant effect on Personnel Performance. Thus, the second hypothesis (H2) "The higher the Work Ethic, the higher the personnel performance" can be accepted.

3) Hypothesis Testing 3

H3: The higher the work involvement, the higher the personnel performance.

The analysis results show an original sample estimate of 0.556, indicating a positive influence between work engagement and personnel performance. The calculated t-value is $4.676 > 1.96$ with a p-value of $0.000 < 0.05$, indicating a significant influence. Thus, the third hypothesis (H3), namely "The higher *The higher the work involvement, the higher the personnel performance.*" Can accepted A summary of the results of the hypothesis testing in this study is presented in full in table.

Table Summary of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	<i>The higher the work ethic, the higher the work involvement of personnel.</i>	6,629	0.000	Accepted
H2	<i>The higher the work ethic, the higher the personnel performance.</i>	2,816	0.005	Accepted
H3	<i>The more work involvement, the higher the personnel performance</i>	4,676	0.000	Accepted

Description: The hypothesis is accepted if $t > 1.96$ and $p \text{ value} < 0.05$ Source: Results of data processing with Smart PLS 4.1.0 (2025)

2) Analysis of the Indirect Influence of Work Ethic on Personnel Performance through the Mediation of Work Involvement

The indirect effect test was conducted to see the influence given by an exogenous variable (work ethic) on the endogenous variable (personnel performance) through an intervening variable, namely the work involvement variable. The indirect effect of work ethic on personnel performance through the mediation of work involvement is depicted in the following path diagram:

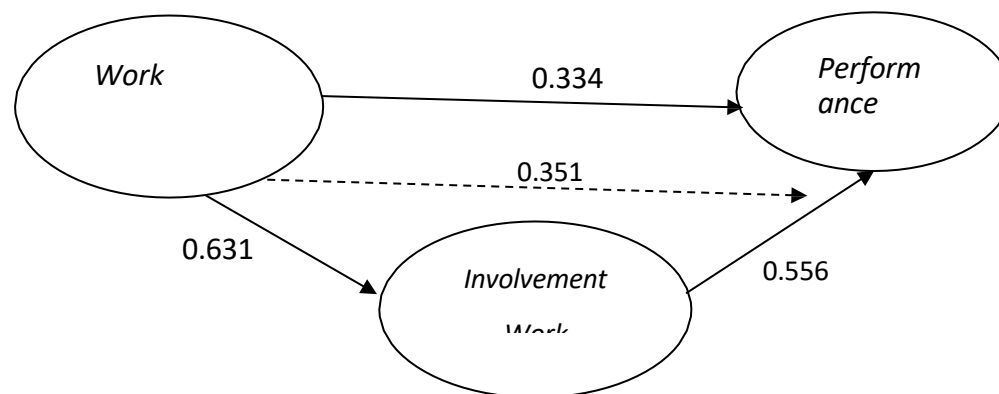
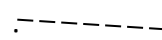


Figure Path Coefficient of the Influence of Work Ethic on Personnel Performance through Work Involvement

Information :



Direct influence



Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Ethos -> Work Engagement -> Personnel Performance	0.351	0.350	0.091	3,877	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Hypothesis Testing 4:

H4: Personnel work involvement mediates the influence of work ethic on personnel performance.

The mediating effect of work involvement in relation to the variable of work ethic on personnel performance is known to be 0.351. The results of the indirect effect test produced a t-test of 3.877 ($t > 1.96$) with $p = 0.000 < 0.05$. Thus, hypothesis 4, which states that "Personnel work involvement mediates the influence of work ethic on personnel performance," can be accepted.

The indirect coefficient (0.351) is greater than the direct coefficient (0.334), indicating that most of the influence of Work Ethic on Personnel Performance occurs indirectly through Work Involvement. In other words, work involvement acts as a dominant mediator or the main mediating pathway in the relationship between Work Ethic and Performance. This means that increased personnel performance is largely due to increased work involvement resulting from a high work ethic.

3.2. Discussion

1) The influence of work ethic on personnel work involvement.

The research results demonstrate that work ethic has a positive and significant impact on work engagement. This means that increasing integrity, discipline, and responsibility as part of a work ethic can boost employee enthusiasm, dedication, and engagement with their work. These findings are further supported by research indicating that work ethic can significantly impact public service performance (Adhellia & Hikmatul Qowi, 2023; Arifin, 2023).

Work ethic in this study was measured by reflecting on five indicators: Hard Work, Discipline, Honesty, Responsibility, and Diligence. These three aspects have been shown to increase employee engagement work in this study is measured by three indicators, namely the indicator of enthusiasm for work (vigor), full dedication to organizational progress (dedication), deep involvement in work (absorption).

The Work Ethic variable shows that the indicator with the highest outer loading value is Diligence, while in the Work Engagement variable, the indicator with the highest value is Deep Involvement in Work (Absorption). This finding indicates that the higher the level of diligence possessed by personnel, the stronger their tendency to fully immerse themselves in their work, become immersed in tasks, and maintain focus without being easily distracted. This means that diligence not only reflects discipline in completing tasks but also triggers the birth of deeper involvement.

The Work Ethic variable shows that the indicator with the lowest outer loading value is honesty, while the Work Engagement variable has the lowest outer loading value is enthusiasm for work (vigor). These findings suggest that increasing honesty in personnel contributes to improving their work morale. This means that honesty is not only a moral aspect but also a psychological factor that strengthens a person's energy, enthusiasm, and perseverance in completing tasks.

2) The influence of work ethic on personnel performance.

The research findings demonstrate that work ethic has a positive and significant impact on performance. This means that personnel with a strong work ethic, discipline, and high sense of responsibility tend to demonstrate better performance in terms of reliability, responsiveness, and professionalism in their service to the public. A strong work ethic provides a moral and motivational foundation that supports the achievement of targets and improves the quality of police public services. These findings are further supported by previous research showing that work ethic significantly impacts human resource performance (Lestari et al., 2020).

Work ethic in this study was measured by reflecting on five indicators: Hard Work, Discipline, Honesty, Responsibility, and Diligence. These three aspects have been proven to improve personnel performance, which in this study was measured by reflecting on five indicators: Reliability, Responsiveness, Assurance, Empathy, and Tangibility.

The work ethic variable shows that the indicator with the highest outer loading value is diligence. Meanwhile, in the personnel selection performance variable, the indicator with the highest outer loading value is tangible. This finding indicates that increasing the level of personnel diligence will be directly reflected in physically observable aspects of performance, such as neatness, procedural accuracy, and responsiveness and professionalism in providing services. This means that diligence not only fosters a diligent work ethic but also strengthens the quality of service, which is clearly visible to selection participants and other stakeholders.

Conversely, the indicator with the lowest outer loading value for the work ethic variable was honesty, while for the personnel performance variable, the indicator with the lowest outer loading value was empathy. These results indicate that increased honesty still contributes to increasing personnel's ability to demonstrate empathy, although its effect is relatively smaller compared to other indicators. This means that an honest attitude will strengthen trust and

interpersonal interactions, which ultimately encourages personnel to be more sensitive, maintain communication integrity, and provide more sincere attention to selection participants. Thus, honesty plays a fundamental role in building quality relationships and services oriented towards participant needs.

3) The Influence of Work Involvement on Personnel Performance.

Research results demonstrate that work engagement has a positive and significant impact on work performance. This finding implies that the higher the level of work engagement demonstrated by personnel, the more optimal their performance will be. Personnel who are fully engaged in their work will be more responsive, empathetic to community needs, and demonstrate more consistent professionalism in carrying out traffic functions. These results are also supported by previous research showing that work engagement has a significant influence on improving HR performance (Witriaryani et al., 2022).

Work engagement in this study was measured by three indicators: vigor, dedication, and absorption. These three aspects were proven to improve personnel performance, which in this study were measured by reflecting on five indicators: reliability, responsiveness, assurance, empathy, and tangibles.

The work engagement variable shows that the indicator with the highest outer loading value is deep involvement in work (absorption). Meanwhile, in the personnel selection performance variable, the indicator with the highest outer loading value is the tangible aspect. This finding indicates that the higher the level of deep involvement an employee has in their work, the better the tangible aspect of their performance.

Conversely, the indicator with the lowest outer loading value on the work engagement variable is vigor, while on the personnel performance variable, the lowest indicator is empathy. These results indicate that the better the personnel's work morale, the better their ability to perform.

Demonstrate empathy. This means that increasing work vitality not only impacts productivity but also encourages personnel to be more sensitive, caring, and responsive to the needs of selection participants.

4) Personnel work involvement mediates the influence of work ethic on personnel performance.

Work engagement mediates the influence of work ethic on personnel performance. This finding indicates that the influence of work ethic on performance improvement is not only direct, but also occurs indirectly through increased work engagement. This means that personnel with a high work ethic, including hard work spirit, discipline, honesty, and responsibility, will tend to have a high level of engagement with their tasks and organization. This engagement then gives rise to positive psychological effects such as a sense of belonging, pride, and strong intrinsic motivation to provide the best service to the community. Work

engagement acts as a dominant mediator or the main mediating pathway in the relationship between work ethic and performance. This means that increased personnel performance is more due to increased work engagement resulting from a high work ethic.

4. Conclusion

The research results indicate that personnel performance can be improved through increasing levels of work engagement, which in turn is influenced by a strong work ethic. Research results demonstrate that work ethic has a positive and significant impact on work engagement. This means that increasing integrity, discipline, and responsibility as part of a work ethic can boost employee enthusiasm, dedication, and engagement with their work. The research results demonstrate that work ethic has a positive and significant impact on work engagement. This means that personnel with a strong work ethic, discipline, and high sense of responsibility tend to demonstrate better performance in terms of reliability, responsiveness, and professionalism in public service. The research results demonstrate that work engagement has a positive and significant impact on work performance. This finding implies that the higher the level of work engagement demonstrated by personnel, the more optimal their performance will be. Work engagement mediates the influence of work ethic on personnel performance. This means that increased personnel performance is largely due to increased work engagement resulting from a strong work ethic.

5. References

- Abd Ghani, M., Rahi, S., mansour, M., Abed, H., & Alnaser, F. M. (2017). The Impact of SERVQUAL Model and Subjective Norms on Customer?s Satisfaction and Customer Loyalty in Islamic Banks: A Cultural Context. *International Journal of Economics & Management Sciences*, 06(05). <https://doi.org/10.4172/2162-6359.1000455>
- Abun, D., Magallanes, T., Foronda, G. S. L., & Encarnacion, M. J. (2020). Employees' workplace well-being and work engagement of divine word colleges' employees in Ilocos region, Philippines. *International Journal of Research in Business and Social Science* (2147- 4478), 9(2), 70–84. <https://doi.org/10.20525/ijrbs.v9i2.623>
- Adhellia, Z. N., & Hikmatul Qowi, N. (2023). HUBUNGAN ETOS KERJA DENGAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR PERAWAT DI RUMAH SAKIT X LAMONGAN Relationship Between Work Ethos With Organizational Citizenship Behavior Of Nurses At X Lamongan Hospital. In *CARING* (Vol. 7, Issue 2).
- Alisiya, E. M., & Khusnul Fikriyah. (2022). Pengaruh Etos Kerja Terhadap Kualitas Pelayanan Terpadu Satu Pintu (PTSP) Pada Kementerian Agama Kota Surabaya. *Jurnal Ekonomika Dan Bisnis Islam*, 5(3), 145–154. <https://journal.unesa.ac.id/index.php/jei>
- Altuntas, S., & Kansu, S. (2020). An innovative and integrated approach based on SERVQUAL, QFD and FMEA for service quality improvement: A case study. *Kybernetes*, 49(10), 2419–2453. <https://doi.org/10.1108/K-04-2019-0269>

- Arifin, S. (2023). Pengaruh Lingkungan Kerja, Motivasi dan Etos Kerja Terhadap Kinerja Pegawai Di Kantor Kecamatan Sukun Kota Malang. *Seminar Nasional Sistem Informasi*, 7(1), 3965–3972.
- Aski, M. (2020). PENGARUH ETOS KERJA DAN INTEGRITAS TERHADAP KINERJA PEGAWAI NEGERI SIPIL DI LINGKUNGAN ORGANISASI PERANGKAT DAERAH KOTA PADANG. *JESS (Journal of Education on Social Science*, 4, 1–13. <https://doi.org/10.24036/jess/vol4-iss1>
- Asroti, A., Mochlasin, M., & Ridlo, M. (2022). Pengaruh Servant Leadears Etos Kerja Islami dan Kompensasi terhadap Kinerja Karyawan dengan Organization Citizenship Behaviour (OCB) sebagai Variabel Intervening. *Jesya*, 5(2), 2179–2191. <https://doi.org/10.36778/jesya.v5i2.782>
- Baquero, A. (2023). Authentic Leadership, Employee Work Engagement, Trust in the Leader, and Workplace Well-Being: A Moderated Mediation Model. *Psychology Research and Behavior Management*, 16, 1403–1424. <https://doi.org/10.2147/PRBM.S407672>
- Bina, U., Gorontalo, T., Kartikasari¹, E., Riyadh, A., & B2, U. (2023). KINERJA APARATUR PEMERINTAHAN DESA TAMBAK REJO KECAMATAN KREMBUNG KABUPATEN SIDOARJO DALAM PELAYANAN E-KTP. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Adminstrasi Dan Pelayanan Publik Universitas Bina Taruna Gorontalo Volume 10 Nomor 2, 2023*, 10(2), 1–15.
- Lestari, A. N., Fathoni, A., & Sriwulan, H. (2020). the Effect of Work Ethos (Hard Work , Intelligent Work , and Cliff Work) on Employee Performance (Case Study in Ud . Makmur Ceria Abadi). *Journal of Management*, 6(1).
- Ch Nawangsari, L., Hidayat Sutawidjaya, A., Nawangsari, Lc., & Sutawidjaya, A. (2019). Talent Management in Mediating Competencies and Motivation to Improve Employee's Engagement. In *International Journal of Economics and Business Administration: Vol. VII* (Issue 1).
- Echdar, S., Pascasarjana Magister Manajemen, P., & Nobel Indonesia Makassar, S. (2021). PENGARUH KEMAMPUAN INDIVIDU, MOTIVASI DAN ETOS KERJA TERHADAP KUALITAS PELAYANAN APARATUR SIPIL NEGARA PADA SEKRETARIAT DPRD KABUPATEN PINRANG. In *Jurnal Magister Manajemen Nobel Indonesia* (Vol. 2).
- Hadi, E. D., & Syaiful Anwar AB. (2021). Responsivitas Pelayanan Publik (Studi Kasus Pelayanan Polres Rejang Lebong Terhadap Pengaduan Masyarakat). *Student Journal of Business and Management*, 4(2), 218–239.
- Hasrat, T., & Rosyadah, K. (2021). *Usability Factors as Antecedent and Consequence on Business Strategy and SERVQUAL : Nielsen & Mack Approach*. 1, 81–92.

- Jang, J., Jo, W. M., & Kim, J. S. (2020). Can employee workplace mindfulness counteract the indirect effects of customer incivility on proactive service performance through work engagement? A moderated mediation model. *Journal of Hospitality Marketing and Management*, 29(7), 812–829. <https://doi.org/10.1080/19368623.2020.1725954>
- Juliati, F. (2021). The Influence Of Organizational Culture, Work Ethos And Work Discipline On Employee Performance. In *AKADEMIK Jurnal Mahasiswa Ekonomi & Bisnis* (Vol. 1, Issue 1).
- Kanungo, R. N. (1982). Measurement of job and work involvement . *Journal of Applied Psychology* , 67(3), 341.
- Kushartiningsih, R., & Riharjo, I. B. (2021). PENGARUH AKUNTABILITAS, TRANSPARANSI DAN PENGAWASAN TERHADAP KINERJA PELAYANAN PUBLIK. *Jurnal Ilmu Dan Riset Akuntansi (JIRA)*, 10(3).
- Mangkat, R. S., Tewal, B., & Taroreh, R. N. (2019). PENGARUH PENGALAMAN KERJA, PELATIHAN, NILAI PRIBADI DAN ETOS KERJA TERHADAP KINERJA ANGGOTA POLISI PADA KANTOR PUSAT KEPOLISIAN DAERAH SULAWESI UTARA. *Pengaruh Pengalaman Kerj ... 3319 Jurnal EMBA*, 7(7), 3319–3328.
- Mathis, R., & John H. Jackson. (2012). *Manajemen Sumber Daya Manusia*. , (immy Sadeli & Bayu. Prawira Hie, Eds.; 1st ed., Vol. 1). alemba Empat.
- Nurjaya, N., Sunarsi, D., Effendy, A. A., Teriyan, A., & Gunartin, G. (2021). Pengaruh Etos Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Kehutanan Dan Perkebunan Kota Bogor. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(2), 172. <https://doi.org/10.32493/jjsdm.v4i2.9086>
- Parasuraman, a, Zeithaml, V. a, & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *American Marketing Association*, 49(4), 41–50. <https://doi.org/10.2307/1251430>
- Putra, A. P., Mujanah, S., & Susanti, N. (2022). PENGARUH SELF AWARENESS, ETOS KERJA, RESILIENSI, TERHADAP ORGANIZATION CITIZENSHIP BEHAVIOR (OCB) DAN KINERJA TENAGA KEPENDIDIKAN DI PERGURUAN TINGGI SWASTA SURABAYA. *Media Mahardhika*, 20(2), 311–321.
- Rezki, M., Saga, R., & Samad, A. (2022). ANALISIS PELAYANAN PUBLIK DAN KINERJA PERSONIL TERHADAP KEPUASAN PENGURUSAN SURAT IZIN MENGEMUDI PADA POLRESTABES KOTA MAKASSAR. *Jurnal Sains Manajemen Nitro*, 2(1). <https://ojs.nitromks.ac.id/index.php/jsmn>