

The influence of organizational justice, organizational culture, and work ethic on employee performance

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Abstract

This present study aims to examine and analyze the influence of organizational justice, organizational culture, and work ethics on employee performance at PT X. The study employed a quantitative descriptive approach employing a survey method and a questionnaire measured on a five-point Likert scale. The population comprises 45 permanent employees, and saturated sampling was employed to ensure that all population members became respondents. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results demonstrate that organizational justice has a positive and significant effect on employee performance, with an original sample of 0.464, t-statistic of 4.087, and p-value of 0.000. The findings of this study demonstrate that organizational culture has a positive and significant effect, with an original sample of 0.428, t-statistic of 3.983, and p-value of 0.000. In contrast, work ethics exhibited a positive yet insignificant effect, with an original sample of 0.144, t-statistic of 0.751, and p-value of 0.453. The structural model produced an R^2 of 0.602 and Q^2 of 0.503, indicating moderate explanatory power and predictive relevance. The findings indicate that the enhancement of fair organizational practices and a supportive organizational culture is more important for improving employee performance in this research setting than reliance on individual work ethic.

Keywords: Organizational justice; organizational culture; work ethics; employee performance

1. Introduction

The information technology (IT) industry is one of the sectors that plays an important role in supporting digital transformation and business activities. The development of the IT industry is driven by increasing demand for digital transformation, cloud computing, cybersecurity, data analytics, and system integration services, as organizations increasingly adopt digital technologies to improve operational efficiency and competitiveness (Baker Tilly Tech M&A Advisors, 2024). These developments have resulted in increasingly intense competition among IT service providers. In such an environment, human resources assume an important role, given that the success of organization depends not only on technology and business strategies but also on capabilities and performance of its workforce.

The continuous adaptation of companies to technological changes and increasingly competitive business conditions is a key aspect of the development of the IT industry (Verhoef et al., 2021). These conditions may affect human resource management, given that employees are required to demonstrate effectiveness in their work, to adapt to changes, to collaborate in teams, and to achieve predetermined targets. In the context of mounting competition, IT companies are required to

maintain employee performance. This is necessary to facilitate the continued realization of business activities and organizational objectives.

Employee performance is an important aspect in achieving organizational goals. Employees who demonstrate optimal performance have been shown to contribute to productivity, the achievement of organizational targets, and the continuity of company operations (Lubis et al., 2025). Conversely, declining employee performance has the potential to hinder the achievement of organizational objectives. This phenomenon can be observed at PT X, an IT company that has been in operation since 2017 and focuses on Data Streaming Analytics and Data Security. The company operates in an environment characterized by rapid technological adaptation, project-based work, teamwork, and demanding deadlines.

Table 1. Employee performance of PT X in 2023–2025

Year	Average KPI Score / Description
2023	4.3 – Exceeds Expectations
2024	4.1 – Exceeds Expectations
2025	3.9 – Meets Expectations

Source: PT X, 2025

The present study is set in PT X, a company which has experienced a decline in the performance of its employees over

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the past three years. The company's employee performance can be observed through its Key Performance Indicator (KPI) data, as demonstrated in Table 1.

Performance scale:

< 2.00 = Poor

2.00–3.00 = Below Expectations

3.00–3.99 = Meets Expectations

4.00–4.49 = Exceeds Expectations

> 5.00 = Excellence

The data indicate a consistent decline in employee performance from 4.3 in 2023 to 4.1 in 2024 and 3.9 in 2025. Despite the 2023 and 2024 scores being categorized as Exceeds Expectations and the 2025 score being categorized as Meets Expectations, the continuous decline indicates a tendency towards decreasing employee performance. This condition suggests that PT X faces challenges in maintaining optimal employee performance.

Previous studies have shown mixed findings regarding the influence of organizational justice, organizational culture, and work ethic on employee performance. For instance, Aggarwal (2024) found that organizational culture has a positive and significant effect on employee performance, while Nasir et al. (2021) reported an insignificant effect. Similarly, Edema (2025) found that organizational justice has a significant effect on employee performance, whereas Safira et al. (2025) reported an insignificant effect. Furthermore, Asniwati and Oktaviani (2023) found that work ethic has a positive and significant effect on employee performance, while Saputra et al. (2023) reported an insignificant effect. These inconsistencies highlight a research gap that warrants further investigation, particularly in the context of IT companies in Indonesia.

In light of the decline in employee performance observed at PT X and the inconsistencies in previous research findings, the present study aims to examine the influence of organizational justice, organizational culture, and work ethic on employee performance at PT X. This study integrates the three independent variables into one research model in the context of an IT company in Indonesia, which remains relatively limited in previous studies. The research is expected to provide theoretical contributions to the field of human resource management and practical recommendations for company management. These recommendations will inform the development of appropriate strategies to maintain and improve employee performance.

2. Literature Review

2.1. Organizational justice

Organizational justice is defined as employees' perceptions of fairness within an organization, particularly regarding the distribution of outcomes, procedures, and treatment received by employees (Colquitt et al., 2021). The concept of organizational justice is of particular significance in the context of employees attitudes and behavior in carrying out their work. According to Colquitt et al. (2021), the concept of organizational justice encompasses the dimensions of

distributive justice, procedural justice, and interactional justice.

2.2 Organizational culture

Organizational culture can be defined as a system of shared meanings held by members of an organization that distinguishes one organization from another (Robbins et al., 2022). Organizational culture provides values and norms that guide employees in carrying out their work and interacting within the organization. In this study, the dimensions of organizational culture refer to the work of Robbins et al. (2022), which includes innovation and risk-taking, people orientation, and aggressiveness.

2.3 Work ethic

Work ethics can be defined as positive work behavior reflected in discipline, honesty, responsibility, perseverance, and persistence that employees apply in the workplace and develop into work habits (Sinamo, 2022). In this study, the concept of work ethic is measured using the dimensions adopted from Aqsariyanti and Razak (2019), namely employee attitudes, employee feelings, and willingness to perform work.

2.4 Employee performance

Employee performance is defined as the manner in which the employees execute their duties and responsibilities, and the outcomes they achieve within the context of an organization. As posited by Mangkunegara (2022), the assessment of employee performance may be undertaken through several dimensions that reflect the quality and effectiveness of employees in completing their duties. The dimensions of employee performance utilized in this study include work quality, timeliness, and independence.

Based on the literature review, Fig. 1 presents the conceptual model of this study. The model illustrates the proposed relationships between organizational justice, organizational culture, work ethics, and employee performance.

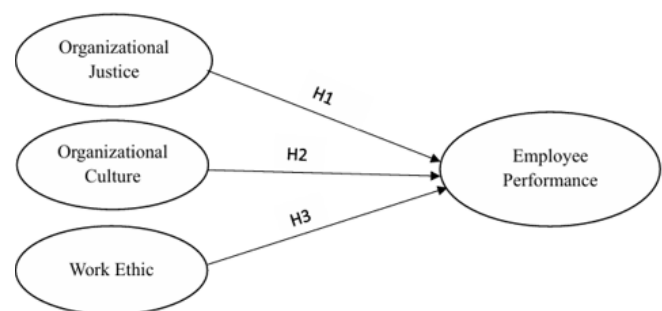


Fig. 1. Conceptual Model

Source: Author's conceptualization

Description:

1. The independent variables, whose values influence the dependent variable, are represented by the symbol (X), consisting of:
X1: Organizational Justice

X2: Organizational Culture

X3: Work Ethics

2. The dependent variable, whose value is influenced by the independent variables, is represented by the symbol (Y):

Y: Employee Performance

Based on the conceptual model, the following hypotheses were formulated:

H1: Organizational justice has a positive and significant effect on employee performance.

H2: Organizational culture has a positive and significant effect on employee performance.

H3: Work ethic has a positive and significant effect on employee performance.

3. Method

The present study was conducted at PT X from October 2025 to June 2026. The research design applied is a quantitative research approach with a descriptive method, the objective of which is to examine the influence of organizational justice, organizational culture, and work ethics on employee performance. Sugiyono (2023) asserts that quantitative research is predicated on the philosophy of positivism and is utilized to examine a particular population or sample through research instruments and statistical analysis to test predetermined hypotheses. The attitudes, perceptions, and opinions of respondents towards the research variables were measured using a five-point Likert scale (Sugiyono, 2023). The study population consisted of 45 permanent employees of PT X, with a saturated sampling technique applied so that all members of the population were included as respondents. According to Sugiyono (2023), saturated sampling is a sampling technique in which all members of the population are utilized as a sample.

The conceptual model in this study was subjected to testing and analysis through the utilization of the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with SmartPLS version 4 software. The selection of PLS-SEM was made on the basis of its suitability for research with relatively small sample sizes and does not require normally distributed data. According to Hair et al. (2021), PLS-SEM is a variance-based structural equation modeling approach oriented toward prediction.

4. Results and Discussion

4.1. Results

An examination of the demographic characteristics of the respondents was conducted to provide an overview of the sample participating in this study. The respondents were profiled based on gender, age, educational background, and length of service. The demographic profile of the respondents is presented in Table 2.

As demonstrated in Table 2, most respondents were male (73.3%), aged between 25 and 30 years (40.0%) and possessed a bachelor's degree (88.9%). In terms of length of service, most

respondents had between 1 and 3 years and between 4 and 6 years of work experience, with each group accounting for 33.3% of the sample. Overall, these characteristics of the respondents indicate that they were predominantly young to middle-aged employees with undergraduate educational backgrounds and several years of work experience.

Table 2. Demographic profile of respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	33	73.3
	Female	12	26.7
Age	< 25 years	5	11.1
	25–30 years	18	40.0
	31–35 years	14	31.1
	> 35 years	8	17.8
	High School/Vocational School	2	4.4
Education	Diploma	3	6.7
	Bachelor's Degree (S1)	40	88.9
	Master's Degree (S2)	0	0.0
	< 1 year	6	13.4
Length of Service	1–3 years	15	33.3
	4–6 years	15	33.3
	> 6 years	9	20.0

4.1.1. Outer model

A. Convergent validity

Convergent validity testing was conducted to evaluate each construct using PLS. An indicator is deemed to have adequate convergent validity when its outer loading value exceeds 0.70 (Ghozali & Kusumadewi, 2023). The present study initially utilized a total of 24 indicators prior to the modification of the model. Based on the outer loading results for each indicator, two indicators, namely BO5 and EK4, were found to have factor loading values below 0.70. Consequently, these indicators were eliminated from the model. Following the modification, all remaining indicators demonstrated factor loading values above 0.70, thereby indicating that the indicators satisfied the requirements for convergent validity. The results of the convergent validity assessment following model modification are presented in Table 3.

Fig. 2 presents the results of the convergent validity assessment following model modification, demonstrating the outer loading values of the retained indicators for each construct. As demonstrated in Fig. 2, all retained indicators have outer loading values above 0.70, indicating that the indicators meet the required convergent validity criteria.

Table 3. Convergent validity test results (Modification)

Variable	Indicator	Outer Loading
Organizational Justice	KO1	0.785
	KO2	0.778
	KO3	0.765
	KO4	0.776
	KO5	0.824
	KO6	0.791
Organizational Culture	BO1	0.811
	BO2	0.821
	BO3	0.734
	BO4	0.842
	BO6	0.863
Work Ethic	EK1	0.835
	EK2	0.822
	EK3	0.761
	EK5	0.851
	EK6	0.854
Employee Performance	KK1	0.763
	KK2	0.785
	KK3	0.850
	KK4	0.828
	KK5	0.743
	KK6	0.834

Source: SmartPLS output, 2026

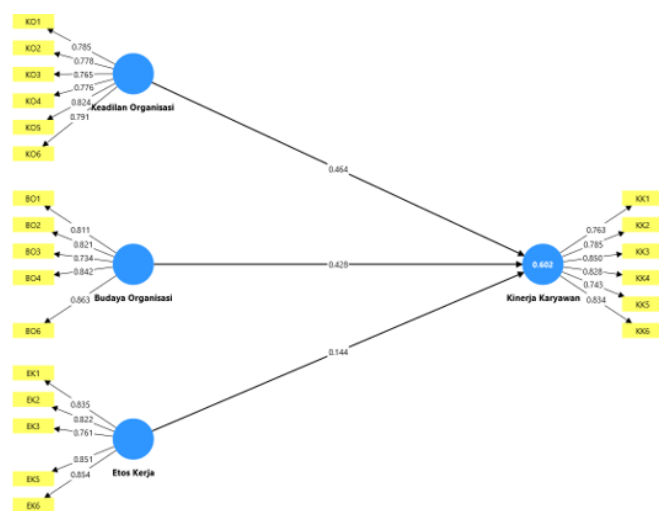


Fig. 2. Convergent Validity Test Results (Modification)

Source: Output PLS, 2026

B. Discriminant validity

Discriminant validity testing was conducted to ascertain whether each construct has sufficient differences from other constructs. The discriminant validity in this study was evaluated using the Fornell–Larcker criterion. In accordance

with the Fornell–Larcker criterion, the square root of the AVE for each construct is expected to exceed its correlations with other constructs (Fornell & Larcker, 1981).

The results of the discriminant validity assessment are presented in Table 4 and Table 5. Table 4 presents the cross-loading results, while Table 5 presents the results of the Fornell–Larcker criterion. The findings indicate that each indicator exhibits the highest loading on its respective construct in comparison to the other constructs. Furthermore, the square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with the other constructs, indicating that the measurement model meets the requirements for discriminant validity.

Table 4. Cross-loading results

Indicator	Employee Performance	Organizational Justice	Organizational Culture	Work Ethic
KK1	0.763	0.421	0.431	0.465
KK2	0.785	0.521	0.440	0.305
KK3	0.850	0.460	0.612	0.201
KK4	0.828	0.601	0.485	0.270
KK5	0.743	0.348	0.357	0.390
KK6	0.834	0.520	0.556	0.441
KO1	0.498	0.785	0.089	0.136
KO2	0.481	0.778	0.199	0.199
KO3	0.464	0.765	0.284	0.283
KO4	0.433	0.776	0.215	0.093
KO5	0.465	0.824	0.151	0.125
KO6	0.506	0.791	0.272	0.191
BO1	0.426	0.189	0.811	0.312
BO2	0.449	0.142	0.821	0.294
BO3	0.456	0.243	0.734	0.375
BO4	0.551	0.184	0.842	0.356
BO6	0.566	0.275	0.863	0.363
EK1	0.344	0.060	0.361	0.835
EK2	0.426	0.202	0.424	0.822
EK3	0.175	0.284	0.155	0.761
EK5	0.377	0.224	0.348	0.851
EK6	0.337	0.181	0.339	0.854

Source: SmartPLS output, 2026

Referring to Table 4, it is evident that each indicator exhibits the maximum cross-loading value on its respective constructs in comparison to other constructs. Discriminant validity can also be tested through the Average Variance Extracted (AVE) value, with the AVE > 0.50 criterion (Ghozali & Kusumadewi, 2023). The findings indicate that all variables meet this criterion, thereby validating the constructs. Moreover, the Fornell–Larcker criterion is also applied in the assessment of discriminant validity.

The results of the discriminant validity assessment based on the Fornell–Larcker criterion are presented in Table 5. The

following table presents the square root of the Average Variance Extracted (AVE) for each construct, along with the correlations between constructs. The findings indicate that the square root of the AVE for each construct is greater than its correlations with the other constructs, indicating that each construct is empirically distinct from the others and that the measurement model fulfils the requirements for discriminant validity.

Table 5. Fornell–larcker criterion test results

	Employee Performance	Organizational Justice	Organizational Culture	Work Ethic
Employee Performance	0.801			
Organizational Justice	0.605	0.787		
Organizational Culture	0.607	0.256	0.816	
Work Ethic	0.425	0.219	0.419	0.826

Source: Output PLS, 2026

In addition to discriminant validity, the reliability of the measurement model was assessed to ensure the internal consistency of the indicators for each construct. Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with values above 0.70 being considered acceptable.

C. Cronbach's alpha and composite reliability

Reliability testing was conducted to assess the internal consistency of the indicators utilized to measure each construct. A construct is considered reliable when the Cronbach's Alpha and Composite Reliability values exceed 0.70. The results of the reliability assessment are presented in Table 6.

Table 6. Reliability test results

Variable	Cronbach's Alpha	Composite Reliability	Description
Employee Performance	0.888	0.915	Reliable
Organizational Justice	0.877	0.907	Reliable
Organizational Culture	0.874	0.908	Reliable
Work Ethic	0.885	0.914	Reliable

Source: Output PLS, 2026

As depicted in Table 6 above, Cronbach's Alpha and Composite Reliability have values > 0.70. Consequently, the results of testing all latent variables in this study are declared reliable.

4.1.2. Inner model

The evaluation of the inner model was carried out using several criteria. The F-Square (F^2) test, as outlined by Ghazali and Kusumadewi (2023), provides a quantitative framework

for interpreting effect sizes. According to this test, values of 0.02, 0.15, and 0.35 are indicative of weak, moderate, and strong effect sizes, respectively. The findings indicate that organizational justice and organizational culture exhibit effect sizes of 0.496 and 0.366, respectively, which are classified as strong, while work ethic demonstrates an effect size of 0.042, classified as weak. The R-Square (R^2) analysis yielded an R^2 value of 0.602. This finding suggests that organizational justice, organizational culture, and work ethic together account for 60.2% of the variance in employee performance, thus positioning it within the moderate category. Furthermore, the predictive relevance (Q^2) test yielded a value of 0.503, which is greater than zero, thus signifying that the model has predictive relevance. The Standardized Root Mean Square Residual (SRMR) value was found to be 0.089, which is below the threshold of 0.10. This finding indicates that the model has an acceptable fit. The Variance Inflation Factor (VIF) test also shows values below the threshold of 5, indicating no collinearity among the constructs in the research model.

A. Hypothesis test results

The level of significance can be assessed using the bootstrapping technique by referring to the T-Statistic value, which must be > 1.96 (Ghozali & Kusumadewi, 2023). In addition to the T-statistic value, the level of significance can also be determined by assessing the P-Value. This is a key step in determining the relationship between variables and establishing their significance. The statistical significance of a relationship is determined by the P-Value, which should be less than 0.05, for the hypothesis to be considered valid. Conversely, if the P-Value is greater than 0.05, the hypothesis is rejected (Hair et al., 2022).

The results of hypothesis testing, including the original sample, t-statistics, and p-value for each hypothesized relationship, are presented in Table 7. These results obtained provide the basis for determining whether each proposed hypothesis is supported.

Table 7. Hypothesis test results

Relationship	Original Sample	t-statistic	P-value	Description
Organizational Justice → Employee Performance	0.464	4.087	0.000	Positive, Significant
Organizational Culture → Employee Performance	0.428	3.983	0.000	Positive, Significant
Work Ethic → Employee Performance	0.144	0.751	0.453	Not Significant

Source: SmartPLS output, 2026

The bootstrapping procedure was employed to evaluate the significance of the hypothesized relationships in the structural model. The results of the bootstrapping analysis, including the path coefficients and statistical significance of the relationships between the constructs, are presented in Fig. 3.

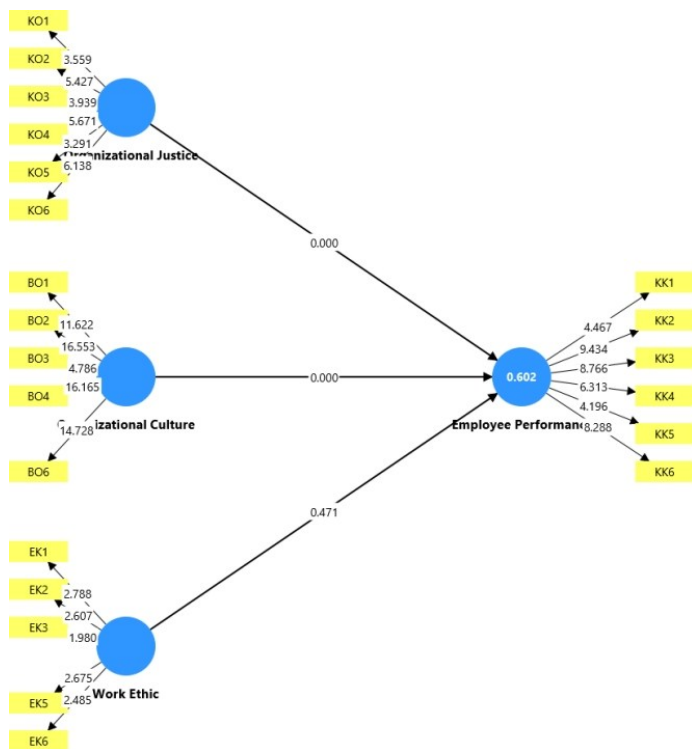


Fig. 3. Bootstrapping results
Source: Output PLS, 2026

4.2. Discussion

4.2.1. The influence of organizational justice on employee performance

Based on the results of the hypothesis test in this study, a t-statistic value of 4.087, an original sample value of 0.464, and a p-value of 0.000 were obtained. The t-statistic value is greater than the critical value of 1.96, the original sample value is positive, and the p-value is below 0.05. Consequently, it can be concluded that Organizational Justice has a positive and significant effect on Employee Performance, thereby supporting H1.

This finding indicates that the better the implementation of Organizational Justice at PT X, the higher the Employee Performance. The concept of organizational Justice in this study is measured through distributive justice, procedural justice, and interactional justice. The distribution of rewards must be equitable and the processes of decision-making and performance evaluation must be consistent. Employees must also be treated with respect and communication must also be open. These factors can encourage employees to carry out their duties with greater responsibility and motivation.

These results are consistent with previous research conducted by Karlinda et al. (2022) and Hariani and Darmawan (2025), which found that organizational justice has a positive and significant effect on employee performance.

4.2.2. The influence of organizational culture on employee performance

Based on the results of the hypothesis test in this study, a t-statistic value of 3.983, an original sample value of 0.428, and a p-value of 0.000 were obtained. The t-statistic value is greater than the critical value of 1.96, the original sample value is

positive, and the p-value is below 0.05. Consequently, it can be concluded that organizational culture has a positive and significant effect on employee performance, and H2 is accepted.

This finding indicates that the better the organizational culture implemented at PT X, the higher the employee performance. The concept of organizational culture in this study is measured through innovation and risk-taking, people orientation, and aggressiveness. A culture that fosters innovation, strengthens interpersonal relationships among organizational members, and emphasizes the achievement of work targets can encourage productive behaviour and support employees in completing their tasks.

The findings of this study are consistent with those of previous research conducted by Ratri (2022) and Iskanto (2023). The aforementioned studies identified that organizational culture has a positive and significant effect on employee performance.

4.2.3. The influence of work ethic on employee performance

Based on the findings of the hypothesis test in this study, a t-statistic value of 0.751, an original sample value of 0.144, and a p-value of 0.453 were obtained. The t-statistic value is lower than the critical value of 1.96, and the p-value is greater than 0.05. Despite the original sample value being positive, the relationship is not statistically significant. Consequently, it can be concluded that Work Ethic does not have a significant effect on Employee Performance, and H3 is rejected.

This finding indicates that, despite employees at PT X demonstrating positive attitudes, feelings towards work, and willingness to perform their duties, these conditions do not directly lead to a statistically significant enhancement in employee performance. This phenomenon may be related to the characteristics of the company, wherein work is carried out through teamwork and project-based activities. Consequently, employee performance may be influenced not only by individual work ethic but also by factors such as coordination, communication, teamwork, and the organizational work system.

These results are consistent with the findings of previous research conducted by Saputra (2023) and Swastika et al. (2025), which found that Work Ethic does not have a significant effect on Employee Performance.

5. Conclusion

5.1. Conclusion

The study yielded the following conclusions, which are supported by the results obtained.

1. The present study finds that organizational justice has a positive and significant effect on employee performance at PT X. This finding indicates that greater perceived fairness in distribution, procedures, and employee treatment can contribute to higher employee performance.
2. The present study sets out to investigate the relationship between organizational culture and employee performance at PT X. A culture that supports innovation, good relationships among employees, and achievement of organizational targets can contribute to improved

employee performance.

3. The present study has demonstrated that work ethic does not have a significant effect on employee performance at PT X. Despite employees demonstrating positive attitudes and willingness towards their work, individual work ethic alone was not found to be a statistically significant factor in employee performance.

5.2. Suggestions

In light of the results of the study, the researchers can propose several suggestions, though it should be noted that the study is not without its limitations.

5.2.1. Practical suggestion

Based on the results of this study, management of PT X is expected to maintain and strengthen organizational justice and organizational culture. This is due to the fact that both variables have been demonstrated to exert a positive and significant effect on employee performance. Management can maintain fairness in the distribution of rewards, consistency in decision-making and performance evaluation, as well as respectful communication with employees. In addition, the company has the capacity to strengthen a work culture that fosters innovation, collaboration, and the achievement of organizational targets.

Despite the absence of a substantial impact of work ethic on employee performance in this present study, it is pivotal for the company to continue to maintain positive work attitudes, responsibility, and employees' willingness to complete their duties. The efforts of the aforementioned personnel can be supported through appropriate supervision, communication, teamwork, and a clear work system.

5.2.2. Academic suggestion

This present study has limitations because the variables of organizational justice, organizational culture, and work ethic account for only 60.2% of the variance in employee performance. The remaining 39.8% is explained by other factors outside the research model. Consequently, it is recommended that future researchers examine other variables that may influence employee performance, such as work motivation, leadership, compensation, job satisfaction, employee engagement, or work environment. It is suggested that future research should involve a larger sample and different organizational contexts to obtain broader and more generalizable findings.

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