

INFLUENCE OF WORK CULTURE, WORK DISCIPLINE, AND IMPLEMENTATION OF STANDARD OPERATING PROCEDURE (SOP) ON ASN PERFORMANCE AT THE REGIONAL SECRETARIAT OF WEST SUMATRA PROVINCE

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ABSTRACT

The aim is to analyze the effect of work culture and discipline on the implementation of SOP, the influence of work culture, discipline, and the application of SOP on ASN performance, the influence of work culture on performance through the application of SOP, and the influence of work discipline on ASN performance through the application of SOP as an intervening variable. The method used is an associative quantitative method. The ASN population at the Regional Secretariat of the Province of West Sumatra, comprising 188 people, was sampled using a probability random sampling technique. The path analysis test was conducted using a closed-ended questionnaire instrument, which was analyzed using SPSS 24.0 software. The results of the data analysis show that work culture and discipline have a significant effect on the implementation of SOP. There is a substantial influence of work culture, discipline, and the application of SOPs on ASN performance. Then, the work culture indirectly, through the implementation of SOPs, doesn't have a significant effect on ASN performance, and the influence of work culture on performance through the implementation of SOPs. The implementation of SOP has no considerable impact on ASN performance at the Regional Secretariat of West Sumatra Province.

Keywords: Work Culture; Work Discipline; SOP Implementation, ASN Performance

BACKGROUNDS

Culture Work is something a community or organization defines as a philosophy based on views of life, embedded in properties, habits, and elements, and motivation. Attitude is expressed in behavior, beliefs, ideals, ideas, and actions (Aldri et al., 2018). Culture places work that is set in a belief or the mental model used to increase productivity and work as a team within an organization, promoting discipline in work.

Discipline is an operative function of human resource management, which is very important because the better the employee discipline, the higher the work performance achieved. Work discipline is defined as an attitude of respect and obedience to applicable regulations, as well as a means of educating employees to comply with existing rules, procedures, and policies, ultimately enabling them to produce good performance through the effective implementation of SOPs.

Government agencies that influence apparatus performance factors include the implementation of Standard Operating Procedures (SOPs) when the apparatus is on duty. A SOP is a document that outlines chronological procedures for completing work, aiming to achieve effective and efficient work results. SOP is structured to facilitate, tidy up, and order work. SOP consists of benefits, the time of manufacture, the method of writing procedures, and flowcharts at the end of the section, for achieving objective performance in the organization (Laksmi, 2018).

The performance of the state civil apparatus is a target of organizational goals aimed at helping people succeed in their work. In addition, the capacity of workers to take initiative in their work, be diligent, have a high level of dedication, and overcome any obstacles to complete the job can be said to be the requirements for a good job. Employees are also expected to refrain from actions that could negatively impact the operations of the premises, such as disobedience, distributing unfavorable information about it to the public.

The goal of improving employee performance is fundamental because it measures how well a worker can complete the tasks assigned to them (Aldri et al., 2018). However, there are still many problems with the poor performance of ASN. A work culture that fosters unstructured achievements is one of the factors contributing to the poor performance of ASN. This is related to the optimistic culture and personality of the creator's work culture, which, in fact, displays a pessimistic work culture.

Based on this phenomenon, some ASNs are still seen hanging around during working hours. The West Sumatra Governor's Office of Energy and Mineral Resources (ESDM) is the target of sudden inspections (sidak) by the Governor of West Sumatra, who also ensures that ASN is ready to serve the community. The governor asked the ESDM Secretary to issue an official warning and immediately report it to the BKD, with a copy to the Governor of West Sumatra. Next, they want a thorough absence report. If it is later found that someone has intentionally skipped classes or is often absent, the sanction will be in the form of a reduction in regional performance allowances (TanamoNews.com, June 8, 2021).

To improve an effective and efficient work culture. Discipline is a form of employee self-control that demonstrates the level of sincerity with which an employee works in an organization. Because it has a direct impact on an individual's performance at work, work discipline is a crucial operational element of human resource management. Employees can learn to follow established norms, practices, and knowledge through discipline, which will ultimately help them produce high-quality work.

Working days and hours are in accordance with the Governor of West Sumatra Regulation Number 5 of 2021 concerning Procedures in the West Sumatra Provincial Government, as referred to in paragraph (1).

- a) From 07:30 to 16:00 WIB from Monday to Thursday.
- b) From 07:30 to 16:00 WIB on Friday.
- c) From 12:00 to 13:00 WIB from Monday to Thursday; And
- d) From 12:00 to 13:30 WIB on Friday.

Table 1. Recapitulation of Civil Servant Attendance at the Regional Secretariat of West Sumatra Province for October 2022

No	Work unit bureaucratic performance in West Sumatra	Amount PNS	Recapitulation							Ket.
			Present	Sick	Permi ssion	Paid leave	DL	Rev	kind erga rten	
1.	Government Bureau	36	720	0	0	40	-	-	2	
2.	Legal Bureau	27	540	0	0	40	-	-	6	
3.	Leadership Administration Bureau	46	920	0	5	-	275	0	9	
4.	Public Welfare Bureau	35	700	0	0	0	-	-	6	
5.	Economic Bureau	30	600	-	0	18	-	-	0	
6.	Development Administration Bureau	24	480	8	8	6	130	-	6	
7.	Organizational Bureau	29	580	0	8	2	16	0	5	
8.	General Bureau	72	1440	0	0	26	-	0	14	
9.	Goods and Services Procurement Bureau	55	1100	0	2	0	126	-	5	
Amount		354	7080	8	23	132	547	0	53	

(Source: Planning and Staffing Section of the Leadership Administration Bureau)

The table above indicates that there are still ASNs with unexplained absences (TK), with a total of 53 people having TK absences, primarily in the General Bureau and Leadership Administration Bureau. Civil servants who do not meet the criteria below are no longer subject to minor disciplinary sanctions as referred to in Article 8, paragraph (1), letter a, Government Regulation Number 94 of 2021 concerning Discipline for Civil Servants:

- a) Prioritize the interests of the state above personal, group, or self-interest, as meant in Article 4 letter c.
- b) Easy worker for work and ease working hours as meant in Article 4 letter f, which has an impact on units' Work in the form of:
 1. A warning oral given to civil servants who do not enter Work without an apparent reason for the second time in a year.
 2. Worker civilian absenteeism of 4 to 6 days. Failure to work for a year without valid reasons will result in a written warning.
 3. A complaint written officially for an employee absent from work for seven to ten days per year without a reason.

As disclosed by the Planning and Reporting Analyst, namely Mr. Wido Nofaldi Gusra, on February 23, 2023, the application of SOPs related to correspondence is still not in accordance with existing regulations, as referred to in Permendagri Number 1 of 2023. Some OPDs have already referred to the Permendagri, while others are still using the old regulations; for this reason, there is a need for uniformity. In addition, certain letters submitted

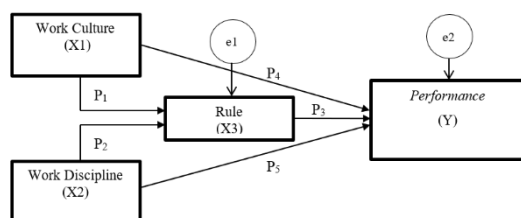
did not follow the existing SOP, as evident from the lack of planning and supervision during the implementation of the tasks. Administrative defects will come from improper implementation of SOPs.

Exemplary SOP implementation will yield consistent results in productive performance, product outcomes, and overall service processes, with a focus on convenience, service, and balanced arrangements. SOP plays a crucial role in the agency development process. Without standards, organizations will not have a competitive advantage. With SOP, all operational activities can be controlled and monitored correctly.

Based on the description of the problem, the researcher conducted a study titled "Influence of Work Culture, Work Discipline, and Implementation of Standard Operating Procedures (SOP) on ASN Performance at the Regional Secretariat of West Sumatra Province."

METHODS

The associative type is employed in this study's quantitative research. A total sampling or census sampling method was used in this study. In the entire population of this study, there were 188 members of the State Civil Apparatus (ASN) who worked at the Regional Secretariat of West Sumatra, including both primary and secondary data sources. A questionnaire was used to collect data, and descriptive analysis was employed to analyze the usage level of the captain respondents and the average value of the interval used to analyze the results. In addition, validity and reliability tests were also carried out, including the T-test (T-test), F-test (F-test), R^2 value (Coefficient of Determination), and path analysis (*Path Analysis*).



In path analysis, the p-values represent the relationships between variables through path coefficients. p_1 and p_2 are derived from Regression Model I, which examines the effect of X_1 and X_2 on Y , while p_3 , p_4 , and p_5 come from Regression Model II, which analyzes the influence of X_1 , X_2 , and Z on Y . The error terms e_1 and e_2 are calculated using the formula $e = \sqrt{1 - R^2}$, where R^2 is the coefficient of determination obtained from the results of each regression model.

RESULT AND DISCUSSION

Result

The purpose of this study is to investigate how ASN performance at the West Sumatra Province Regional Secretariat is impacted by work culture, work discipline, and the

application of Standard Operating Procedures (SOP). Data from 188 respondents were gathered, and the distribution, normality, and descriptive statistics of the significant variables were evaluated. Before delving deeper into the connections between the variables, the following sections provide a summary of these first investigations.

NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	188
Normal Parameters a,b	
- Mean	0.0000000
- Std. Deviation	3.78440662
Most Extreme Differences	
- Absolute	0.058
- Positive	0.035
- Negative	-0.058
Test Statistic	0.058
Asymp. Sig. (2-tailed)	0.200c, d

Notes:

A test distribution is normal.

b Calculated from data.

c Lilliefors Significance Correction.

d This is a lower bound of the true significance.

DESCRIPTIVE STATISTICS

Variable	N	Mini mum	Maxim um	Me an	Std. Deviat ion
ASN Performance (Y)	188	16	40	33.16	4.436
Work Culture (X1)	188	29	60	48.47	5.731
Work Discipline (X2)	188	23	50	40.68	5.085
SOP Implementation (Z)	188	17	40	32.34	4.595

Valid N (listwise): 188

RESPONDENTS' LEVEL OF AGREEMENT ANALYSIS (TCR)

ASN Performance (Y)

Response Category	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	5.3%	5.3%	5.3%

Response Category	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	20	10.6%	10.6%	16.0%
Somewhat Agree	17	9.0%	9.0%	25.0%
Agree	42	22.3%	22.3%	47.3%
Strongly Agree	99	52.7%	52.7%	100.0%
Total	188	100%	100%	100.0%

Work Culture (X1)

Response Category	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	23	12.2%	12.2%	12.2%
Somewhat Agree	30	16.0%	16.0%	28.2%
Agree	64	34.0%	34.0%	62.2%
Strongly Agree	71	37.8%	37.8%	100.0%
Total	188	100%	100%	100.0%

Work Discipline (X2)

Response Category	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.1%	1.1%	1.1%
Disagree	18	9.6%	9.6%	10.6%
Somewhat Agree	32	17.0%	17.0%	27.7%
Agree	53	28.2%	28.2%	55.9%
Strongly Agree	83	44.1%	44.1%	100.0%
Total	188	100%	100%	100.0%

SOP Implementation (Z)

Response Category	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	2.1%	2.1%	2.1%
Disagree	21	11.2%	11.2%	13.3%
Somewhat Agree	28	14.9%	14.9%	28.2%
Agree	44	23.4%	23.4%	51.6%
Strongly Agree	91	48.4%	48.4%	100.0%
Total	188	100%	100%	100.0%

The data satisfied the normalcy assumptions, according to preliminary analysis (Kolmogorov-Smirnov test, $p = 0.200$). ASN performance (mean = 33.16), work culture (mean = 48.47), work discipline (mean = 40.68), and SOP implementation (mean = 32.34) all had comparatively high average ratings, according to descriptive statistics. Statements about every variable were mainly or strongly agreed with by respondents, indicating generally favorable opinions.

Discussion**Work culture at the Regional Secretariat of West Sumatra Province**

Based on the results, research hypothesis 1 obtained a significant value of $0.005 < \alpha < 0.05$, meaning that H_a is accepted and H_0 is rejected. Thus, it can be said that there is an influence between work culture and the application of SOPs in ASN at the Regional Secretariat of West Sumatra Province.

Research results. This aligns with the study by Permadi (2019) on the influence of work culture and SOP application on employee performance. Spirit Avia Sentosa Jakarta obtained results that prove there is an influence of culture on the implementation of SOP, with a significant value of $0.000 < 0.05$

Kosasih (2018) confirms that cultural Work is an important element in a company. Building a solid culture within an organization can increase effectiveness and help reach goals. A strong organization will have characteristic features that attract people to join it. Because it enables people to work more effectively, a strong culture is a highly effective instrument for guiding behavior. Every employee must understand the culture and how it applies to high work standards, enabling them to implement SOPs effectively.

Work discipline ASN at the Regional Secretariat of West Sumatra Province

Based on the results, research hypothesis 2 obtained a significant value of $0.016 < \alpha < 0.05$, meaning that H_a is accepted and H_0 is rejected. Thus, it can be said that there is an influence of work discipline on the application of SOP to ASN at the Regional Secretariat of West Sumatra Province.

Research results. This finding aligns with Andriani's (2018) research on the effect of applying SOP and Work Discipline on the Performance of Education Personnel at Stikes Surya Mitra Husada Kediri, which demonstrates a significant influence of discipline on SOP implementation, with a p-value of $0.000 < 0.05$.

Discipline is valuable and important for implementing work SOPs, as claimed by Alysia (2023). This company will employ more people if disciplined work increases, because more people will follow established SOPs. Employee performance will increase if the procedure operation standard is more often used in organizations.

Work performance ASN at the Secretariat, West Sumatra Province

Based on the results, research hypothesis 3 obtained a significant value of $0.001 < \alpha < 0.05$, meaning that H_a is accepted and H_0 is rejected. Thus, it can be said that there is an influence of work culture on the performance of the ASN Regional Secretariat of West Sumatra Province.

Research results. This is in line with a study previously conducted by Angeline (2017) on the effect of Work Culture on Employee Performance at PT. B PR Nusamba Kubuplus obtained results that prove there is an influence of culture on work performance of employees, with a value of $p = 0.000 < 0.05$. Theoretical state that cultural Work is something

that describes philosophy, method, and life as aspirations, characteristics, habits, and factors that pusher, integrated in life, embodied in a group of people in “work or job”. The primary goal of the culture is to focus on operational tasks within the company, specifically to change HR attitudes and behaviors so that, ultimately, performance and effort are strategically increased to address future business challenges (Angel, 2017).

Work discipline on performance in ASN at the Regional Secretariat of West Sumatra Province

Based on the results of the research on hypothesis 4, a significant value of $0.000 < \alpha < 0.05$ was obtained, meaning that H_a is accepted and H_0 is rejected. Thus, it can be said that there is an influence of work discipline on the performance of the ASN Regional Secretariat of West Sumatra Province.

Research results. This is in line with research by Alysia (2023) regarding The Influence of Leadership Style, Work Discipline, and the Implementation of SOPs on Employee Performance at PT Victoria Care Indonesia Tbk. The study obtained results that prove the influence of discipline on Work performance in employees, with a significant value of $p < 0.05$.

Corporations must focus on creating an environment that supports the performance of their personnel to increase efficiency and competitiveness in managing the business. The effectiveness of each employee has a profound impact on the company's success. Every business strives to achieve the best possible output from its staff, anticipating that goals will be met (Gumelar, 2017).

Implementation of SOP to perform on ASN at the Regional Secretariat of West Sumatra Province

Based on the results, research hypothesis 5 obtained a significant value of $0.000 < \alpha < 0.05$, meaning that H_a is accepted and H_0 is rejected. Thus, it can be said that there is an influence between the application of SOP on the performance of the ASN Regional Secretariat of West Sumatra Province.

Research results. This finding aligns with a study previously conducted by Maulana (2019) on the Analysis of the Influence of Implementing Standard Operating Procedures on the Performance of PT Employees. Nusantara Plantation Vi Aro Kerinci Wood Plantation Unit Jambi conducted a study that proved there is an influence of the application of SOP on employee performance, with a value of $p = 0.000 < 0.05$.

Implications of an explosive investigation. The implementation of Standard Operating Procedures (SOPs) influences the performance of employees, especially in terms of workload, task type, and idealism, which must be noted to understand the impact of SOPs on employees. Show. According to the inspection findings, the implementation of SOP by the representative part is positive. Therefore, it can be assumed that when SOP is

implemented, the performance of workers (in terms of quantity, nature of work, and idealism) will also improve.

The influence of work culture on performance with the application of SOPs as an intervening variable for ASN at the Regional Secretariat of West Sumatra Province

Based on the results of research hypothesis 6, the effect of work culture on ASN performance through the application of SOPs as an intervening variable is known to be 0.217. Meanwhile, the indirect effect of work culture through SOP implementation on ASN performance is the multiplication of the beta value of work culture on SOP implementation and the beta value of SOP implementation on ASN performance: $0.201 \times 0.239 = 0.048$. Therefore, the total effect that work culture has on ASN performance is the direct effect plus the indirect effect, namely: $0.217 + 0.048 = 0.265$. Based on the results of the calculation above, it is evident that the direct effect value is 0.217 and the indirect effect is 0.048, indicating that the indirect effect is smaller than the direct effect. This suggests that, indirectly, work culture, as influenced by SOP, has no significant impact on ASN performance.

Findings. This aligns with the hypothesis that the Standard Operating Procedure (SOP) between element supporters can impact employee performance. According to Sailendra (2015), SOP is a guideline used to ensure that tasks are operationalized and organized without obstacles. When SOP is implemented correctly, the results of performance, products, and procedures are consistent, balancing comfort, service, and arrangement. SOP plays a crucial role in the company's growth. Management company No Possible owns no superiority in the competitive market without a standard. SOPs allow adequate management and supervision of all task operations.

Because all task operations carried out by workers can be done effectively, a strong culture will also influence the implementation of good SOPs, which will impact good performance. All businesses, regardless of size or structure, require a manual to help them perform assigned duties and responsibilities within each division or component. Duties and responsibilities in each section will overlap. If not, there are set rules. For that, businesses need standard operating procedures (SOPs). (Arief, 2020).

Influence of work discipline on performance with the application of SOPs as intervening variables on ASN at the Regional Secretariat of West Sumatra Province

Based on the results of research hypothesis 7, the effect of work discipline on ASN performance through the application of SOPs as an intervening variable is evident. It is known that the direct effect of work discipline on ASN performance is 0.319. Meanwhile, the indirect effect of work discipline on ASN performance through the implementation of SOP is the multiplication of the beta value of work discipline on SOP implementation and the beta value of SOP implementation on ASN performance, namely: $0.172 \times 0.239 = 0.041$. Therefore, the total effect of work discipline on ASN performance is the direct effect plus the indirect effect, namely: $0.319 + 0.041 = 0.360$. Based on the calculation results above, it is

evident that the direct influence value is 0.319 and the indirect effect is 0.041, indicating that the direct influence value exceeds the indirect influence value. This suggests that work discipline, indirectly through the application of SOP, has no significant effect on ASN performance.

Work discipline, according to Sinambela (2018), is knowledge and readiness to change all organizational policies and relevant social norms. Several rules must be followed by the organization's workers when engaging in the company's business. One of them is to comply with the standard operating procedures (SOPs) that the business has established. Employees are required to comply with the operational requirements of the organization when performing their duties. As a result, an activity will proceed according to company policy, in an organized manner, and with a reduced risk of error.

The operational agency will be successful and efficient by implementing its standard operating procedures. Race to see who can do their job best in terms of production and efficiency. Employees can follow standard operating procedures that outline the entire flow of operations before carrying out tasks, as this will help them complete tasks in a structured and organized manner (Alysia, 2023).

CONCLUSION

This study reveals that ASN performance at the West Sumatra Province Regional Secretariat is significantly influenced by work culture, work discipline, and SOP execution. Furthermore, how SOPs are utilized within the company is significantly influenced by the work culture and discipline. Workplace culture and discipline have a more substantial direct impact on performance than SOP adherence, as evidenced by the lack of substantial indirect effects on ASN performance resulting from SOP adoption. In addition to ensuring correct SOP execution, these findings highlight the importance of fostering a healthy work culture and maintaining strong discipline to enhance employee performance.

However, the study found that the indirect effects of work culture and work discipline on ASN performance, mediated by SOP implementation, were not significant. This suggests that work culture and discipline have a more substantial influence on performance through direct pathways rather than indirectly via adherence to SOPs. Such a result suggests that while SOP implementation is important, fostering a supportive work culture and promoting discipline may have a more immediate and powerful effect on employee performance.

Overall, these findings emphasize the need for public sector organizations to focus on cultivating positive cultural and disciplinary practices alongside ensuring effective SOP implementation to maximize ASN performance. This contributes to a deeper understanding of organizational behavior and performance management in public administration contexts.

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