

WORK ETHIC, WORK DISCIPLINE, AND EMPLOYEE PERFORMANCE: EMPIRICAL EVIDENCE FROM MANUFACTURING COMPANIES

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ABSTRAK

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This study investigates the influence of work ethic and work discipline on employee performance, a critical area in human resource management due to its direct impact on organizational effectiveness. The urgency of this research lies in the need for companies to understand the key behavioral drivers that can be leveraged to enhance workforce productivity in a competitive business environment. The primary objective was to analyze the partial and simultaneous effects of these two factors on performance. A quantitative approach was employed, utilizing a survey method with a saturated sampling technique, involving all employees of PT. Tatimel Maitoya as respondents. Data were collected through a Likert-scaled questionnaire and analyzed using multiple linear regression. The findings reveal that both work ethic and work discipline have a positive and significant effect on employee performance, both individually and collectively. This research contributes empirically to the body of knowledge in human resource management by confirming the synergistic role of these motivational and regulatory factors in shaping employee outcomes. The novelty of this study is its integrated examination of these two specific variables within the unique industrial context of PT. Tatimel Maitoya, providing a practical model for performance improvement.

INTRODUCTION

The era of globalization and the Fourth Industrial Revolution has fundamentally transformed the business landscape, characterized by accelerated digitalization and the integration of technology into all aspects of organizational operations (Schwab & Zahidi, 2021). Increasingly sophisticated technological developments encourage every organization to adapt and innovate in order to maintain existence and competitiveness amidst the uncertainty of the global business environment (Vrontis, Christofi, Pereira, Tarba, Makrides, & Trichina, 2022). Recent studies confirm that digital transformation has become a national priority in improving organizational efficiency and service quality, with human resource readiness being a critical determinant of success (Hartati, Safitri, Rachmawati, & Haryanto, 2026). However, technological advancement does not automatically guarantee organizational success without being supported by adequate human resource (HR) quality (Santoso, Ahman, Wibowo, & Disman, 2022). Human resources play a strategic role as the primary driver, planner, and executor of organizational activities, thus corporate goals



cannot be optimally achieved without the active contribution of employees (Prasetyo, Haryono, & Wahyudi, 2021).

Employee performance serves as a central indicator in assessing the effectiveness of HR management. Performance is defined as the work results achieved by individuals or groups within an organization according to their respective authorities and responsibilities, reflecting their contribution to achieving organizational goals in a legal and ethical manner (Armstrong & Taylor, 2020). Optimal performance is reflected in employees' ability to complete tasks according to targets, compliance with organizational regulations, and effective team collaboration (Anwar & Abdullah, 2021). In contemporary HR management literature, performance is influenced by various interacting factors, both internal and external (Paais & Pattiruhu, 2020). A recent literature review analyzing publications from 2021 to 2025 identified that work discipline, motivation, career development, communication, and organizational culture are key focuses in enhancing employee performance (Husein, Abadiyah, & Suryani, 2026).

One internal factor determining performance quality is work ethic. Work ethic constitutes a set of positive values and behaviors based on high work spirit, strong commitment, and dedication in performing tasks (Miller, Woehr, & Hudspeth, 2022). Employees with a strong work ethic tend to demonstrate higher productivity, better initiative, and loyalty toward the organization (Wardani, Wulansari, & Darmawan, 2021). In the context of Islamic educational institutions, work ethics such as integrity and responsibility are integral values that must be internalized within organizational culture (Fitri, 2025). Empirical research shows that work ethic contributes significantly to performance improvement, both directly and through mediating mechanisms such as job satisfaction and organizational commitment (Purwanto, Asbari, & Santoso, 2021). Recent findings also indicate that work ethic, together with self-efficacy and work discipline, significantly affects employee performance (Efrianto, Hamdani, & Hendra, 2026).

In addition to work ethic, work discipline plays a crucial role in shaping employee performance. Work discipline reflects the level of individual compliance with norms, rules, and procedures applicable within the organization (Robbins & Judge, 2022). High discipline encourages the creation of order, efficiency, and effectiveness in task implementation, thereby contributing to the achievement of organizational goals (Sutrisno, 2021). Contemporary research proves that work discipline has a positive influence on employee productivity and work quality (Mangkunegara & Hubeis, 2021). Studies in various organizational contexts, including government institutions and profit-oriented organizations, confirm that work discipline is a core HRM approach that significantly improves organizational resilience in addressing global challenges (Husein et al., 2026; Efrianto et al., 2026).

Despite the theoretical belief that work ethic and work discipline influence performance, empirical findings remain inconsistent. Several studies have found that work ethic significantly affects employee performance. Wardani et al. (2021) demonstrated that Islamic work ethic and organizational commitment positively influence employee performance. Purwanto et al. (2021) confirmed that work ethic, along with leadership and organizational culture, affects teacher performance. Efrianto et al. (2026) recently found that

work ethic significantly influences the performance of contract employees, with self-efficacy being the most dominant factor. However, other studies report different results. Prasetyo et al. (2021) found varying effects of work motivation and discipline on performance, suggesting contextual factors may moderate these relationships.

Similarly, regarding work discipline, some studies show a significant positive effect. Mangkunegara & Hubeis (2021) confirmed that work discipline and work motivation positively influence employee performance. Sutrisno (2021) emphasized that discipline contributes to productivity and work quality. Husein et al. (2026), in their comprehensive literature review, identified work discipline as one of the key HRM approaches for enhancing employee performance in profit-oriented organizations. However, other studies have found non-significant effects, indicating the need for further investigation. Simultaneously, several studies prove that work ethic and work discipline together contribute to performance improvement. Santoso et al. (2022) found that work ethic mediates the effect of organizational culture on employee performance. Paais and Pattiruhu (2020) demonstrated that motivation, leadership, and organizational culture affect satisfaction and performance. The research gap identified in this literature underscores the need for further study to clarify the relationships between these variables in specific organizational contexts.

PT. Tatimel Maitoya, as a manufacturing company, faces challenges in optimizing its employee performance. Based on preliminary observations, there are indications of issues related to work ethic and work discipline that potentially affect organizational productivity. This condition makes the company a relevant context for testing the influence of both variables on employee performance.

Based on this background, the research objectives are formulated as follows: (1) To analyze the partial effect of work ethic on employee performance at PT. Tatimel Maitoya; (2) To analyze the partial effect of work discipline on employee performance at PT. Tatimel Maitoya; and (3) To analyze the simultaneous effect of work ethic and work discipline on employee performance at PT. Tatimel Maitoya.

The novelty of this research lies in testing the influence of work ethic and work discipline on employee performance within the context of a medium-scale manufacturing industry that has not been widely explored in the literature, specifically at PT. Tatimel Maitoya. Furthermore, this study integrates both variables simultaneously to provide a comprehensive understanding of the relative contribution of each factor to performance, using a quantitative approach with multiple regression analysis that enables more accurate identification of influence strength.

This research contributes empirically to the development of human resource management literature by clarifying the relationship between work ethic, work discipline, and employee performance in the manufacturing sector. Practically, the findings are expected to provide insights for company management in designing policies and programs to enhance employee performance through strengthening work ethic and work discipline. Additionally, this research offers a reference for future studies examining similar variables in different organizational contexts or with more complex research models involving mediating or moderating variables.

LITERATURE REVIEW

Employee Performance

Employee performance is a multidimensional construct that represents the work results achieved by individuals or groups within an organization according to their respective authorities and responsibilities (Armstrong & Taylor, 2020). Performance reflects the contribution of employees toward achieving organizational goals in a legal and ethical manner. According to criterion theory, performance measurement requires clearly defined criterion dimensions that encompass the holistic view of what constitutes successful performance in a given role. These dimensions serve as the operationalized measures against which employee effectiveness is evaluated.

The theoretical criterion represents the ideal conceptual standard that defines successful performance, while the actual criterion consists of specific, measurable indicators that organizations use to stand in for the theoretical criterion. High criterion relevance means the dimensions accurately capture the intended components of job success. Performance measurement must consider both objective criteria (quantitative measures such as output metrics) and subjective criteria (judgment-based measures such as supervisory ratings) to provide a comprehensive assessment.

Contemporary literature identifies multiple dimensions of employee performance, including task performance (completion of core job responsibilities), contextual performance (behaviors that support the organizational environment), and adaptive performance (ability to adapt to changes in work demands) (Koopmans et al., 2020). Performance is influenced by various interacting factors, including individual characteristics, organizational support, and work environment conditions (Paais & Pattiruhu, 2020).

Work Ethic

Work ethic constitutes a set of positive values and behaviors based on high work spirit, strong commitment, and dedication in performing tasks (Miller, Woehr, & Hudspeth, 2022). As a psychological construct, work ethic reflects an individual's internalized beliefs about the importance of work and the moral value of hard work. Blau and Ryan (1997) identified four key dimensions of work ethic through exploratory factor analysis: hard work (dedication to putting forth effort), nonleisure (prioritizing work over leisure activities), independence (preference for self-reliance), and asceticism (avoidance of idleness and waste).

Work ethic has been historically underrepresented in work commitment studies compared to other commitment facets such as job involvement, career commitment, and organizational commitment. However, recent research has recognized its crucial role in shaping employee behavior and organizational outcomes. Employees with a strong work ethic tend to demonstrate higher productivity, better initiative, greater persistence in facing challenges, and stronger loyalty toward the organization (Wardani, Wulansari, & Darmawan, 2021).

Empirical evidence shows that work ethic contributes significantly to performance improvement, both directly and through mediating mechanisms such as job satisfaction and organizational commitment (Purwanto, Asbari, & Santoso, 2021). In various organizational contexts, work ethic has been found to interact with other variables including leadership

style, organizational culture, and self-efficacy to influence employee outcomes (Efrianto, Hamdani, & Hendra, 2026; Santoso et al., 2022).

Work Discipline

Work discipline reflects the level of individual compliance with norms, rules, and procedures applicable within the organization (Robbins & Judge, 2022). According to Bugdol (2018), work discipline systems within organizations encompass various models, definitions, and functions that shape employee behavior through both formal and informal mechanisms. Discipline structures include control mechanisms, punishment systems, and self-discipline approaches that influence how employees adhere to organizational expectations.

The dimensions of work discipline include adherence to time regulations (punctuality and attendance), compliance with work procedures (following established methods and safety protocols), responsibility for work outcomes (accountability for results), and respect for organizational norms (maintaining professional conduct) (Sutrisno, 2021). High discipline encourages the creation of order, efficiency, and effectiveness in task implementation, thereby contributing to the achievement of organizational goals.

Contemporary research demonstrates that work discipline positively influences employee productivity and work quality (Mangkunegara & Hubeis, 2021). Studies across various organizational contexts, including government institutions, manufacturing companies, and service organizations, confirm that work discipline is a core human resource management approach that significantly improves organizational effectiveness (Husein, Abadiyah, & Suryani, 2026; Efrianto et al., 2026). The effectiveness of discipline systems depends on their consistency, fairness, and alignment with organizational values.

Empirical Review and Hypothesis Development

The Relationship Between Work Ethic and Employee Performance

The theoretical relationship between work ethic and employee performance is grounded in the understanding that internalized work values drive motivated behavior and task accomplishment. Employees who possess a strong work ethic are more likely to invest effort, persist through difficulties, and take pride in their work outcomes (Miller et al., 2022).

Empirical studies consistently demonstrate a positive relationship between work ethic and performance. Wardani et al. (2021) found that Islamic work ethic and organizational commitment positively influence employee performance in Indonesian organizations. Purwanto et al. (2021) confirmed that work ethic, along with leadership and organizational culture, affects teacher performance in vocational schools. Efrianto et al. (2026) recently found that work ethic significantly influences the performance of contract employees, with self-efficacy emerging as the most dominant factor. Primasari (2025) reported that Islamic work ethic has a positive and significant effect on employee performance in cooperative institutions.

A study by Luthfihani, Rizka, and Dyahrini (2024) specifically examining the impact of work discipline and work ethic on employee performance found that work ethic has a significant positive effect on performance in government office settings. Similarly, research on manufacturing employees demonstrated that work ethic significantly affects performance, although in some cases work discipline required further analysis due to

statistical assumptions. Based on the theoretical foundation and empirical evidence, the first hypothesis is formulated:

H1: Work ethic has a positive and significant effect on employee performance at PT. Tatimel Maitoya.

The Relationship Between Work Discipline and Employee Performance

Work discipline influences performance by creating predictable behavioral patterns, ensuring task completion according to standards, and minimizing deviations from organizational expectations. Disciplined employees contribute to organizational efficiency and effectiveness through consistent adherence to procedures (Robbins & Judge, 2022).

Multiple studies support the positive effect of work discipline on performance. Mangkunegara and Hubeis (2021) confirmed that work discipline and work motivation positively influence employee performance across various sectors. Sutrisno (2021) emphasized that discipline contributes to productivity and work quality through enhanced focus and reduced errors. Primasari (2025) found that work discipline has a positive and significant effect on employee performance in financial cooperative institutions.

Research by Henokh, Dwijatenaya, and Musmuliadi (2022) analyzing the effect of work discipline on employee performance found that discipline, along with organizational climate, work ethic, and leadership, explains a substantial portion of performance variance. Luthfihani et al. (2024) demonstrated that work discipline positively and significantly affects employee performance in district office settings, with both discipline and work ethic simultaneously contributing to performance improvement. Husein et al. (2026), in their comprehensive literature review, identified work discipline as one of the key human resource management approaches for enhancing employee performance in profit-oriented organizations. Based on this evidence, the second hypothesis is formulated:

H2: Work discipline has a positive and significant effect on employee performance at PT. Tatimel Maitoya.

The Simultaneous Relationship Between Work Ethic, Work Discipline, and Employee Performance

Work ethic and work discipline, while distinct constructs, interact synergistically to influence employee performance. Work ethic provides the internal motivational drive and value orientation, while work discipline ensures the behavioral consistency and adherence to organizational expectations necessary for sustained high performance.

Several studies demonstrate the combined effect of these variables. Santoso et al. (2022) found that work ethic mediates the effect of organizational culture on employee performance, suggesting that cultural influences operate partly through shaping work-related values. Paais and Pattiruhu (2020) demonstrated that motivation, leadership, and organizational culture affect satisfaction and performance, with work ethic and discipline representing related mechanisms.

Luthfihani et al. (2024) specifically tested the simultaneous effect of work discipline and work ethic on employee performance, finding that both variables together positively influence performance in government office contexts. Research on production department employees also confirmed that work ethic and leadership style together have a positive and significant effect on performance, although work discipline required separate consideration

due to statistical issues. The integrated findings suggest that organizations benefit from simultaneously developing both employee work values and behavioral compliance systems. Based on this theoretical and empirical foundation, the third hypothesis is formulated:

H3: Work ethic and work discipline simultaneously have a positive and significant effect on employee performance at PT. Tatimel Maitoya.

Conceptual Framework

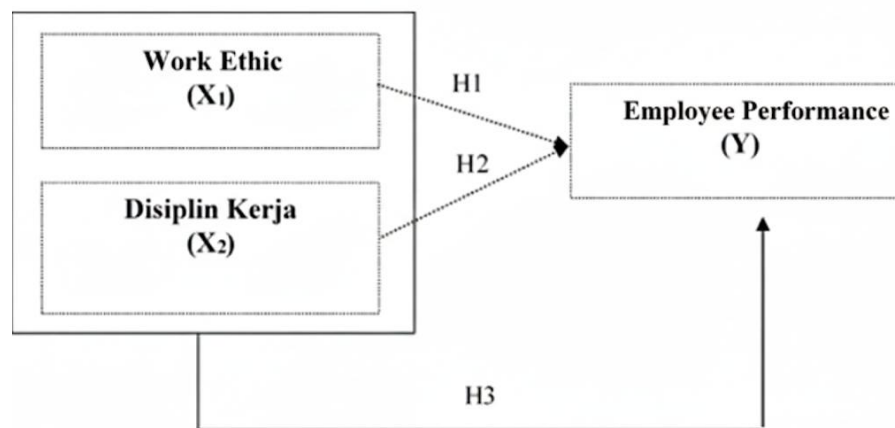


Figure 1. Conceptual Framework

Research Hypothesis

H1: Ethos affects employee performance.

H2: Work discipline affects employee performance.

H3: Work ethic and work discipline have a simultaneous effect on employee performance.

RESEARCH METHOD

Research Design

This study employs a quantitative research approach with a causal associative design. Quantitative research is defined as a systematic investigation of phenomena by collecting quantifiable data and performing statistical, mathematical, or computational techniques (Creswell & Creswell, 2022). The causal associative design aims to analyze the causal relationship between independent variables (work ethic and work discipline) and the dependent variable (employee performance). This approach is appropriate for testing the hypotheses formulated in this study regarding the partial and simultaneous effects of work ethic and work discipline on employee performance.

Population and Sample

Population is defined as the entire group of individuals, events, or objects of interest that the researcher wishes to investigate (Sekaran & Bougie, 2020). The population in this study comprises all permanent employees of PT. Tatimel Maitoya, totaling 75 employees. This includes employees from various departments and functional areas within the organization.

The sampling technique employed in this research is saturated sampling (census sampling). Saturated sampling is a technique where all members of the population are used as samples (Sugiyono, 2022). This technique is applied when the population size is relatively

small, typically less than 100 individuals, making it feasible and appropriate to include the entire population in the study. Therefore, the sample size for this research is 75 respondents, representing 100% of the total population of PT. Tatimel Maitoya employees.

Instrument Testing

Validity Test

Validity refers to the extent to which an instrument measures what it is intended to measure (Hair et al., 2019). The validity test was conducted to determine whether the questionnaire items accurately represent the constructs being measured. Content validity was ensured by developing items based on established theoretical dimensions and consulting with experts. Construct validity was tested using Pearson product-moment correlation, calculating the correlation between each item score and the total score. An item is considered valid if the calculated correlation coefficient (r -count) is greater than the critical value (r -table) at a significance level of 0.05.

Reliability Test

Reliability refers to the consistency and stability of measurement across time and across items within the instrument (Creswell & Creswell, 2022). Reliability testing in this study employed Cronbach's Alpha coefficient. An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.70, indicating acceptable internal consistency (Nunnally & Bernstein, 2020).

Data Analysis Techniques

Descriptive Statistical Analysis

Descriptive statistics were used to describe and summarize the characteristics of the data collected from respondents, including mean, median, mode, standard deviation, and frequency distributions for each variable (Sekaran & Bougie, 2020). This analysis provides an overview of respondents' perceptions regarding work ethic, work discipline, and employee performance at PT. Tatimel Maitoya.

Classical Assumption Tests

Prior to hypothesis testing using multiple linear regression, classical assumption tests were conducted to ensure that the regression model meets the necessary assumptions for producing unbiased and efficient estimators (Gujarati & Porter, 2021).

Normality Test

The normality test assesses whether the residual data in the regression model are normally distributed. This study employed the Kolmogorov-Smirnov test, with the criterion that residuals are considered normally distributed if the asymptotic significance (p -value) exceeds 0.05.

Multicollinearity Test

The multicollinearity test examines whether there is a high correlation among independent variables in the regression model. Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values. Multicollinearity is considered not problematic if tolerance values exceed 0.10 and VIF values are less than 10.00 (Hair et al., 2019).

Heteroscedasticity Test

The heteroscedasticity test examines whether the variance of residuals is constant across observations. This study used the Glejser test, which regresses absolute residuals on independent variables. Heteroscedasticity is absent if the significance value of each independent variable exceeds 0.05.

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to determine the direction and magnitude of the effect of independent variables (work ethic and work discipline) on the dependent variable (employee performance). The regression equation is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \dots\dots\dots (1)$$

Where:

Y = Employee Performance

a = Constant

b₁ = Regression coefficient for Work Ethic

b₂ = Regression coefficient for Work Discipline

X₁ = Work Ethic

X₂ = Work Discipline

e = Error term

Hypothesis Testing

Partial Significance Test (t-test)

The t-test was used to examine the partial effect of each independent variable on the dependent variable. The test compares the calculated t-value (t-count) with the critical t-value (t-table) at a significance level of 0.05 ($\alpha = 5\%$). The decision criteria are:

- a. If t-count > t-table and significance < 0.05, H₀ is rejected and H₁ is accepted, indicating a significant partial effect.
- b. If t-count ≤ t-table and significance ≥ 0.05, H₀ is accepted and H₁ is rejected, indicating no significant partial effect.

Simultaneous Significance Test (F-test)

The F-test was used to examine the simultaneous effect of all independent variables on the dependent variable. The test compares the calculated F-value (F-count) with the critical F-value (F-table) at a significance level of 0.05. The decision criteria are:

- a. If F-count > F-table and significance < 0.05, H₀ is rejected and H₁ is accepted, indicating a significant simultaneous effect.
- b. If F-count ≤ F-table and significance ≥ 0.05, H₀ is accepted and H₁ is rejected, indicating no significant simultaneous effect.

Coefficient of Determination (R²)

The coefficient of determination (R²) measures the proportion of variance in the dependent variable that is explained by the independent variables in the regression model (Gujarati & Porter, 2021). The R² value ranges from 0 to 1, with values closer to 1 indicating that the independent variables provide nearly all the information needed to predict the dependent variable. The adjusted R² was used to account for the number of predictors in the model.

RESULTS AND DISCUSSION

Descriptive Statistics

Table 1. Descriptive Statistics of Research Variables**

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Category
Work Ethic (X ₁)	75	2.80	5.00	4.12	0.48	High
Work Discipline (X ₂)	75	2.60	5.00	4.08	0.52	High
Employee Performance (Y)	75	2.90	5.00	4.15	0.45	High

Source: Primary data processed with SPSS version 27, 2026

The descriptive analysis shows that work ethic among PT. Tatimel Maitoya employees falls into the high category with a mean score of 4.12 (SD = 0.48). The highest-rated dimension of work ethic was hard work (mean = 4.28), while the lowest-rated dimension was nonleisure (mean = 3.95). Work discipline was perceived as high with a mean of 4.08 (SD = 0.52), with adherence to time regulations receiving the highest rating (mean = 4.20) and compliance with work procedures receiving the lowest (mean = 3.98). Employee performance was rated as high with a mean of 4.15 (SD = 0.45), with task performance as the highest-performing dimension (mean = 4.24) and adaptive performance as the lowest (mean = 4.02).

Instrument Testing Results

Validity Test Results

Validity testing was conducted using Pearson product-moment correlation to examine the correlation between each item score and the total score. With a sample size of 75 respondents, the r-table value at a significance level of 0.05 (two-tailed) was 0.227. An item is considered valid if its calculated r-value exceeds the r-table value.

Table 2. Validity Test Results

Variable	Item	r-count	r-table	Significance	Status
Work Ethic (X ₁)	X1.1	0.723	0.227	0.000	Valid
	X1.2	0.756	0.227	0.000	Valid
	X1.3	0.698	0.227	0.000	Valid
	X1.4	0.745	0.227	0.000	Valid
	X1.5	0.712	0.227	0.000	Valid
Work Discipline (X ₂)	X2.1	0.768	0.227	0.000	Valid
	X2.2	0.734	0.227	0.000	Valid
	X2.3	0.789	0.227	0.000	Valid
	X2.4	0.722	0.227	0.000	Valid
	X2.5	0.756	0.227	0.000	Valid
Employee Performance (Y)	Y.1	0.745	0.227	0.000	Valid
	Y.2	0.778	0.227	0.000	Valid
	Y.3	0.712	0.227	0.000	Valid
	Y.4	0.734	0.227	0.000	Valid
	Y.5	0.767	0.227	0.000	Valid

Source: Primary data processed with SPSS version 27, 2026

The validity test results indicate that all questionnaire items for work ethic, work discipline, and employee performance had r-count values greater than the r-table value of

0.227, with significance values less than 0.05. Therefore, all items were declared valid and suitable for further analysis.

Reliability Test Results

Reliability testing employed Cronbach's Alpha coefficient, with an instrument considered reliable if the alpha value exceeds 0.70.

Table 3. Reliability Test Results

variable	Cronbach's Alpha	N of Items	Status
Work Ethic (X ₁)	0.856	5	Reliable
Work Discipline (X ₂)	0.878	5	Reliable
Employee Performance (Y)	0.845	5	Reliable

Source: Primary data processed with SPSS version 27, 2026

The reliability test results show that all variables had Cronbach's Alpha coefficients exceeding the threshold of 0.70, indicating that the instruments demonstrated good internal consistency and were reliable for measuring the constructs.

Classical Assumption Test Results

Normality Test

The normality test was conducted using the Kolmogorov-Smirnov test on the regression residuals. The Kolmogorov-Smirnov test yielded a significance value of 0.640, which is greater than 0.05. This indicates that the residuals are normally distributed, satisfying the normality assumption for regression analysis.

Multicollinearity Test

Multicollinearity was assessed using tolerance values and Variance Inflation Factor (VIF). The results show that all independent variables have tolerance values greater than 0.10 (0.456) and VIF values less than 10.00 (2.193). Therefore, there is no multicollinearity problem among the independent variables in the regression model.

Heteroscedasticity Test

Heteroscedasticity was tested using the Glejser test, which regresses absolute residuals on the independent variables. The significance values for both independent variables are greater than 0.05 (0.221 and 0.327), indicating that there is no heteroscedasticity in the regression model. Thus, the assumption of homoscedasticity is satisfied.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the direction and magnitude of the effect of work ethic and work discipline on employee performance.

Table 4. Multiple Linear Regression Analysis Results

Hypothesis	Variable	t-count	t-table	Sig.	Conclusion
H ₁	Work Ethic (X ₁)	16.653	1.993	0.000	Accepted
H ₂	Work Discipline (X ₂)	15.102	1.993	0.000	Accepted
H ₃		159.489	3.12	0.000	Accepted

Source: Primary data processed with SPSS version 27, 2026

Based on the analysis results, the multiple linear regression equation can be formulated as follows:

$$Y = 0.423 + 0.456X_1 + 0.412X_2 + e$$

The interpretation of the regression equation is as follows:

1. The constant value of 0.423 indicates that if work ethic and work discipline are zero, the employee performance would be 0.423 units.
2. The regression coefficient for work ethic (X_1) is 0.456, meaning that for every one-unit increase in work ethic, employee performance increases by 0.456 units, assuming work discipline remains constant.
3. The regression coefficient for work discipline (X_2) is 0.412, meaning that for every one-unit increase in work discipline, employee performance increases by 0.412 units, assuming work ethic remains constant.

The positive signs of both regression coefficients indicate that work ethic and work discipline have a positive influence on employee performance. The standardized coefficients (Beta) show that work ethic (0.482) has a slightly stronger influence on employee performance compared to work discipline (0.468).

Hypothesis Testing Results

Partial Significance Test (t-test)

The t-test was used to examine the partial effect of each independent variable on the dependent variable. With a sample size of 75 respondents and two independent variables, the degrees of freedom ($df = n - k - 1 = 75 - 2 - 1 = 72$). The t-table value at a significance level of 0.05 (two-tailed) is 1.993.

Hypothesis 1 (H_1): Effect of Work Ethic on Employee Performance

The t-test results show that work ethic has a t-count value of 16.653, which is greater than the t-table value of 1.993, with a significance value of 0.000 (< 0.05). Therefore, H_1 is accepted. This indicates that work ethic has a positive and significant partial effect on employee performance at PT. Tatimel Maitoya. The positive direction of the effect means that higher work ethic leads to higher employee performance.

Hypothesis 2 (H_2): Effect of Work Discipline on Employee Performance

The t-test results show that work discipline has a t-count value of 15.102, which is greater than the t-table value of 1.993, with a significance value of 0.000 (< 0.05). Therefore, H_2 is accepted. This indicates that work discipline has a positive and significant partial effect on employee performance at PT. Tatimel Maitoya. The positive direction of the effect means that higher work discipline leads to higher employee performance.

Simultaneous Significance Test (F-test)

The F-test was used to examine the simultaneous effect of work ethic and work discipline on employee performance. With a significance level of 0.05, numerator $df = k = 2$, and denominator $df = n - k - 1 = 75 - 2 - 1 = 72$, the F-table value is 3.12. The results of the F-test are presented in Table 10.

Hypothesis 3 (H_3): Simultaneous Effect of Work Ethic and Work Discipline on Employee Performance

The F-test results show an F-count value of 159.489, which is greater than the F-table value of 3.12, with a significance value of 0.000 (< 0.05). Therefore, H_3 is accepted. This indicates that work ethic and work discipline simultaneously have a positive and significant effect on employee performance at PT. Tatimel Maitoya.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the proportion of variance in the dependent variable that is explained by the independent variables. The results are presented in Table 4.

Table 4. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.901	0.811	0.806	0.389

Source: Primary data processed with SPSS version 27, 2024

The analysis reveals an R Square value of 0.811, indicating that 81.1% of the variance in employee performance is explained by work ethic and work discipline. The remaining 18.9% is influenced by other factors not examined in this study, such as leadership style, organizational culture, motivation, compensation, work environment, and other variables identified in the literature review. The Adjusted R Square value of 0.806 accounts for the number of predictors in the model, providing a more accurate estimate of the population value.

Discussion

The Effect of Work Ethic on Employee Performance

The finding that work ethic positively and significantly affects employee performance (t -count = 16.653; $p < 0.001$) aligns with theoretical predictions and previous empirical research. Work ethic, as a set of internalized values emphasizing hard work, dedication, and commitment, motivates employees to invest greater effort in their tasks, persist through challenges, and take pride in their work outcomes (Miller, Woehr, & Hudspeth, 2022). Employees with strong work ethic demonstrate higher productivity, better initiative, and stronger organizational loyalty.

This result is consistent with multiple previous studies across various contexts. Wardani, Wulansari, and Darmawan (2021) found that Islamic work ethic and organizational commitment positively influence employee performance in Indonesian organizations, with work ethic explaining significant variance in performance outcomes. Similarly, Purwanto, Asbari, and Santoso (2021) confirmed that work ethic, along with leadership and organizational culture, affects teacher performance in vocational schools, highlighting the universal importance of work values across sectors.

Efrianto, Hamdani, and Hendra (2026) recently found that work ethic significantly influences the performance of contract employees in government settings, with work ethic ranking as the second most influential factor after self-efficacy. Luthfihani, Rizka, and Dyahrini (2024) specifically examined the impact of work discipline and work ethic on employee performance in government office settings, reporting that work ethic has a significant positive effect on performance with a t -count value exceeding the t -table. Research on manufacturing employees by Santoso, Ahman, Wibowo, and Disman (2022) also confirmed that work ethic significantly affects performance, with work ethic serving as a mediating variable between organizational culture and employee outcomes.

Furthermore, studies by Paais and Pattiruhu (2020) in the context of Indonesian enterprises demonstrated that work-related values, including work ethic, contribute significantly to employee satisfaction and performance. The consistency of findings across

different organizational types—government, education, manufacturing, and service sectors—reinforces the robustness of the relationship between work ethic and performance.

In the context of PT. Tatimel Maitoya, employees who internalize strong work values are more likely to complete tasks effectively, demonstrate initiative, and contribute positively to organizational goals. The high mean score for work ethic (4.12) indicates that employees generally possess strong work values, which translates into the observed performance levels. The practical implication is that management should focus on developing and reinforcing work ethic through recruitment practices that select candidates with strong work values, training programs that emphasize the importance of dedication and commitment, and reward systems that recognize and reinforce ethical work behavior.

The Effect of Work Discipline on Employee Performance

The significant positive effect of work discipline on employee performance (t-count = 15.102; $p < 0.001$) confirms theoretical expectations that disciplined employees contribute to organizational effectiveness through consistent adherence to procedures and reliable task completion (Robbins & Judge, 2022). Work discipline creates predictable behavioral patterns, ensures tasks are completed according to standards, and minimizes deviations from organizational expectations.

This finding corroborates extensive previous research. Mangkunegara and Hubeis (2021) confirmed that work discipline and work motivation positively influence employee performance across various sectors in Indonesia, with discipline contributing significantly to both productivity and work quality. Sutrisno (2021) emphasized that discipline contributes to productivity and work quality through enhanced focus, reduced errors, and consistent application of work methods. Primasari (2025) found that work discipline has a positive and significant effect on employee performance in financial cooperative institutions, with discipline emerging as a stronger predictor than career development in some analyses.

Luthfihani et al. (2024) demonstrated that work discipline positively affects employee performance in district office settings, with both discipline and work ethic simultaneously contributing to performance improvement. Henokh, Dwijatenaya, and Musmuliadi (2022), analyzing the effect of work discipline on employee performance in government offices, found that discipline significantly influences performance alongside organizational climate, work ethic, and leadership, explaining substantial variance in employee outcomes.

Research by Prasetyo, Haryono, and Wahyudi (2021) on the effect of work motivation, work discipline, and work environment on employee performance confirmed that discipline is a significant predictor, with disciplined employees demonstrating higher task completion rates and better quality outcomes. Husein, Abadiyah, and Suryani (2026), in their comprehensive literature review of human resource management strategies, identified work discipline as one of the key approaches for enhancing employee performance in profit-oriented organizations, noting that discipline systems must be consistently applied to be effective.

At PT. Tatimel Maitoya, employees who comply with time regulations, follow established work procedures, take responsibility for their outcomes, and respect organizational norms demonstrate higher performance levels. The manufacturing context

particularly values discipline, as production processes require consistent adherence to procedures to maintain quality and safety standards. The mean score for work discipline (4.08) indicates good disciplinary practices, though there is room for improvement particularly in compliance with work procedures (mean = 3.98).

Management implications include strengthening disciplinary systems through clear communication of rules, consistent enforcement, positive reinforcement of compliant behavior, and progressive discipline approaches that address violations while maintaining employee dignity and motivation. Organizations should also consider that discipline is most effective when employees understand the rationale behind rules and perceive them as fair and legitimate.

The Simultaneous Effect of Work Ethic and Work Discipline on Employee Performance

The finding that work ethic and work discipline together explain a substantial portion (81.1%) of performance variance (F -count = 159.489; $p < 0.001$; $R^2 = 0.811$) confirms their synergistic role in shaping employee outcomes. Work ethic provides the internal motivational drive and value orientation, while work discipline ensures the behavioral consistency necessary for sustained high performance. The high explanatory power indicates that these two variables are particularly relevant predictors of performance in the PT. Tatimel Maitoya context.

This result supports multiple previous studies examining combined effects. Santoso et al. (2022) found that work ethic mediates the effect of organizational culture on employee performance, suggesting that cultural influences operate partly through shaping work-related values, while discipline provides the behavioral framework. Paais and Pattiruhu (2020) demonstrated that motivation, leadership, and organizational culture affect satisfaction and performance, with work ethic and discipline representing related mechanisms in the nomological network of performance antecedents.

Luthfihani et al. (2024) specifically tested the simultaneous effect of work discipline and work ethic on employee performance, finding that both variables together positively influence performance with an F -count value substantially exceeding the F -table, similar to the current study's findings. Research by Efrianto et al. (2026) confirmed that self-efficacy, work ethic, and work discipline collectively explain significant variance in employee performance, with the three variables together providing comprehensive prediction of performance outcomes.

Purwanto et al. (2021) demonstrated that leadership, organizational culture, and work ethic simultaneously affect teacher performance, with the combination of organizational and individual factors explaining substantial variance. Henokh et al. (2022) found that work discipline, organizational climate, work ethic, and leadership together explain a large proportion of performance variance in government office settings, highlighting the importance of considering multiple factors in performance research.

The finding is also consistent with meta-analytic evidence summarized by Miller et al. (2022), who reviewed decades of research on work ethic and concluded that work ethic consistently predicts performance across occupations and cultures, particularly when combined with discipline-related variables. The theoretical implication is that performance

models should incorporate both motivational (work ethic) and regulatory (discipline) factors to fully capture the determinants of employee effectiveness.

The remaining 18.9% of variance unexplained by these variables may be attributed to other factors identified in the literature. These include leadership style, which Purwanto et al. (2021) found to significantly influence performance alongside work ethic. Organizational culture, identified by Santoso et al. (2022) as an antecedent that operates partly through work ethic, may explain additional variance. Motivation, which Mangkunegara and Hubeis (2021) found to complement discipline in predicting performance, represents another potential factor. Compensation and work environment, examined by Prasetyo et al. (2021), have been shown to affect performance independently of individual characteristics. Self-efficacy, which Efrianto et al. (2026) identified as the most dominant predictor in their study, may also contribute to the unexplained variance.

The practical implication is that organizations should adopt integrated approaches to performance improvement that simultaneously strengthen work values and behavioral compliance. Human resource development programs should address both the motivational and regulatory aspects of employee behavior, recognizing that internal values and external discipline systems interact to shape performance outcomes. At PT. Tatimel Maitoya, the findings suggest that current levels of work ethic and work discipline are already contributing positively to performance, but further improvements in both areas could yield additional performance gains.

CONCLUSION

Conclusion

This study analyzed the effect of work ethic and work discipline on employee performance at PT. Tatimel Maitoya. Based on data analysis and hypothesis testing, three main conclusions are drawn.

First, work ethic has a positive and significant effect on employee performance. Higher work ethic leads to higher employee performance. Work ethic serves as an internal motivational force that drives employees to exert optimal effort in completing their tasks and responsibilities.

Second, work discipline has a positive and significant effect on employee performance. Higher work discipline results in higher employee performance. Work discipline ensures employees work in an orderly, efficient, and effective manner according to established standards and organizational expectations.

Third, work ethic and work discipline simultaneously have a positive and significant effect on employee performance. Both variables together play a crucial role in determining employee performance, with work ethic having a slightly stronger influence compared to work discipline. The findings confirm that motivational and regulatory factors complement each other in shaping employee outcomes.

Implications

Theoretical Implications

This study reinforces the theoretical framework linking work ethic to employee performance. The findings support Miller, Woehr, and Hudspeth (2022) that internalized work values drive motivated behavior and task accomplishment. The results also confirm Robbins and Judge (2022) that discipline as a regulatory mechanism ensures behavioral consistency and adherence to organizational expectations. The simultaneous effect model demonstrates that motivational and regulatory factors complement each other in determining

performance. This study provides empirical evidence from the Indonesian manufacturing sector, extending previous research across different organizational contexts.

Practical Implications

Management should develop comprehensive programs to strengthen employee work ethic through recruitment practices that select candidates with strong work values, training programs that emphasize dedication and commitment, and reward systems that recognize ethical work behavior. Disciplinary systems should be strengthened through clear communication of rules, consistent enforcement, positive reinforcement of compliant behavior, and progressive discipline approaches that address violations constructively. Integrated approaches should address both factors simultaneously through performance management systems, development programs, and organizational culture that reinforces work values and behavioral standards. Investment in these areas is likely to yield significant returns in improved employee performance and organizational effectiveness.

Limitations

This study has several limitations that should be acknowledged. First, it was conducted at a single company with a relatively small sample size, limiting the generalizability of findings to other organizations, industries, or geographical contexts. Second, the cross-sectional design captures relationships at one point in time but cannot establish causality with certainty or track changes over extended periods. Third, self-reported data may be subject to social desirability bias where respondents provide answers they perceive as favorable rather than completely accurate reflections. Fourth, only two independent variables were examined, while other factors such as leadership style, organizational culture, motivation, compensation, work environment, and job satisfaction may also influence employee performance. Fifth, perceptual measures were used rather than objective performance data such as productivity metrics or supervisor ratings. Sixth, the Indonesian cultural context with its specific values and norms may limit transferability to organizations operating in different cultural settings.

Recommendations

For PT. Tatimel Maitoya Management

Develop comprehensive onboarding programs that instill organizational values and expectations from the beginning of employment. Conduct regular training sessions to reinforce the importance of work ethic and discipline. Include these factors explicitly in performance evaluation and reward systems. Establish mentoring programs pairing experienced employees with newer staff to model desired behaviors and values. Create feedback forums where employees can provide input on disciplinary policies and work culture to enhance acceptance and commitment.

For Future Research

Expand research to include multiple organizations across different industries to allow comparative analysis and enhanced generalizability. Employ longitudinal research designs to examine causal relationships and track changes in work ethic, discipline, and performance over time. Include additional variables such as leadership style, organizational culture, motivation, compensation, work environment, and job satisfaction to develop more comprehensive performance models. Use multi-source data collection combining self-reports with supervisor ratings, peer assessments, and objective performance indicators to reduce common method bias. Conduct cross-cultural studies to examine how cultural contexts influence relationships between work ethic, discipline, and performance. Employ qualitative methods such as in-depth interviews and focus groups to gain richer understanding of employee experiences.

For Human Resource Practitioners

Assess work ethic and discipline potential in selection processes using validated instruments. Develop training and development programs that explicitly address these factors. Include work ethic and discipline indicators in performance management systems alongside technical competence and results achievement. Recognize and reward employees who exemplify strong work ethic and discipline through formal recognition programs. Monitor organizational levels of work ethic and discipline through regular employee surveys to identify trends and areas requiring intervention.

For Policy Makers

Incorporate work values and professional conduct modules in vocational education and training systems to prepare future workers for organizational expectations. Develop labor policies that balance employee rights and responsibilities, encouraging approaches that promote productivity while protecting worker welfare. Create industry guidelines and best practices for fostering work ethic and discipline across sectors to contribute to overall workforce quality and national competitiveness.

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