

The Influence of Work Ethic and Work Discipline on Employee Performance through Organizational Performance Effectiveness as a Mediating Variable at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province

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ABSTRACT

This study aims to analyze the influence of work ethic and work discipline on employee performance through organizational performance effectiveness as a mediating variable at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province. A quantitative approach was employed, with the population consisting of all civil servant employees (ASN), totaling 91 respondents who also served as the sample. Data were collected through questionnaires and analyzed using SmartPLS software to test the research model and hypotheses. The findings reveal that work ethic exerts a positive and significant influence on the effectiveness of organizational performance, whereas work discipline shows no significant effect in this regard. Additionally, the study confirms that organizational performance effectiveness mediates the relationship between work ethic and employee performance but does not serve as a mediator between work discipline and employee performance.

INTRODUCTION

Internal observations within the General Bureau of the Regional Secretariat of East Kalimantan Province have identified several issues related to employee performance. These issues include a lack of consistency in maintaining work ethic and discipline. Such conditions have negatively impacted organizational effectiveness, as evidenced by the suboptimal achievement of certain targets or work objectives.

Employee performance is one of the key indicators used to assess the success of an organization, both in the private and public sectors. In the public sector—particularly within the governor's office—employee performance not only affects internal efficiency but also the quality of public services provided to the community. In recent years, there has been growing attention to improving employee performance in the public sector (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2021). However, many government institutions still face significant challenges in ensuring optimal employee performance. These challenges are often linked to internal factors such as work ethic and work discipline, which directly influence the productivity and effectiveness of individuals and teams.

One frequently identified factor that significantly determines employee performance is work ethic. Work ethic reflects the attitudes and values held by individuals in carrying out their duties and responsibilities. Employees with a strong work ethic tend to show high commitment to their tasks, demonstrating consistent dedication, integrity, and perseverance (Putri et al., 2022). A study by Syaifora & Haznil (2023) found that employees with a high work ethic are generally more proactive, innovative, and productive than their counterparts with lower work ethic. In the government context, a strong work ethic is crucial as it directly correlates with the quality of public services delivered. Therefore, improving work ethic has become a priority in efforts to enhance employee performance within the governor's office.

In addition to work ethic, work discipline is also a critical factor influencing employee performance. Work discipline encompasses compliance with organizational rules and procedures, punctuality, and consistency in task execution. Good discipline fosters an orderly and efficient work environment, which ultimately enhances productivity and effectiveness (Syiva et al., 2023). Research by Dalimuthe (2022) shows that high work discipline contributes to reduced absenteeism, improved output quality, and timely task completion. In the public sector, where bureaucracy and procedures tend to be complex, work discipline becomes even more essential to ensure that all responsibilities are carried out in accordance with established standards. Thus, enhancing work discipline is a key strategy for improving employee performance and operational effectiveness at the governor's office.

Various approaches can be used to assess organizational effectiveness, one of which is through an internal evaluation of overall organizational performance. In recent years, there have been fluctuations in several performance aspects, including planning, implementation, and reporting of activities. Records indicate a decline in certain areas, while other areas have shown improvement. This

situation suggests that organizational effectiveness remains inconsistent and that there is still room for performance enhancement.

The variation in performance outcomes is suspected to be closely related to individual factors such as work ethic and work discipline. Failure to meet targets or declines in certain aspects may reflect problems in task execution, which are directly linked to employees' attitudes and behaviors. Therefore, this study focuses on analyzing the influence of work ethic and work discipline on employee performance, with organizational performance effectiveness serving as a mediating variable. The aim is to gain a deeper understanding of efforts to improve performance within the General Bureau of the Regional Secretariat of East Kalimantan Province.

This research specifically examines the influence of work ethic and work discipline on employee performance, incorporating organizational performance effectiveness as a mediating variable within the General Bureau of the Regional Secretariat of East Kalimantan Province. The outcomes of this study are anticipated to provide deeper insights into the critical role of work ethic, work discipline, and organizational performance effectiveness in enhancing employee performance within regional government institutions.

THEORETICAL REVIEW

Theory of Work Ethic

According to Sinamo (2017), work ethic is a set of positive behaviors that emerge from a strong awareness and deep conviction, accompanied by a total commitment to an integral work paradigm. Priansa (2018) describes work ethic as the perspective and attitude of a nation or community toward the value of work. When work is perceived as essential to human existence, the level of work ethic tends to be high.

Theory of Work Discipline

According to Agustini & Dewi (2019), work discipline can be defined as an attitude of obedience to the rules and norms that apply within the organization, aimed at enhancing employee consistency in achieving organizational goals. Meanwhile, Hasibuan (2017) states that work discipline refers to an individual's awareness and willingness to comply with company regulations and prevailing social norms. Overall, work discipline involves adherence to rules and norms within the organization, which serves as a key factor in strengthening employee commitment toward achieving organizational objectives.

Theory of Organizational Performance Effectiveness

According to Siagian (2018), effectiveness is the use of predetermined resources, facilities, and infrastructure to produce the desired goods or services. Effectiveness reflects the achievement of set goals; the closer the outcomes are to the objectives, the higher the level of effectiveness. Abdurrahmat et al. (2020) define effectiveness as the utilization of resources, facilities, and infrastructure to complete tasks in a timely manner.

Theory of Employee Performance

According to Aswin & Herman (2022), performance is the result of work, encompassing both quality and quantity, achieved by an employee in carrying out their tasks according to their assigned responsibilities. Asaloei et al. (2023) define employee performance as the outcomes achieved by individuals or groups within an organization, both qualitatively and quantitatively, in accordance with their authority, duties, and responsibilities to achieve organizational goals legally, ethically, and morally. Hidayat et al. (2023) add that performance is the result of employees' efforts, influenced by their abilities as well as their perceptions of roles and responsibilities.

Although the theories above provide a solid foundation, the current explanations remain descriptive and lack comparative analysis. For instance, the theory of Work Ethic by Sinamo (2017) emphasizes internal awareness and individual commitment to work, whereas Priansa (2018) focuses more on cultural values within the social context of work. These perspectives should be critiqued, as Sinamo's focus may be more suitable for organizations with a professional work culture, while Priansa's view is relevant in collective work cultures within the public sector.

Similarly, the theory of Work Discipline by Agustini & Dewi (2019), which highlights adherence to organizational rules, differs from Hasibuan (2017), who places greater emphasis on individual awareness as the key factor. In the context of government bureaucracy, Hasibuan's emphasis might be more effective, as formal regulations alone are often insufficient without intrinsic employee awareness.

Regarding Organizational Performance Effectiveness, Siagian (2018) evaluates effectiveness based on goal achievement, whereas Abdurrahmat et al. (2020) focuses on optimal resource utilization. Both perspectives are important, but in public sector environments with limited resources, Abdurrahmat et al.'s approach appears more relevant.

Lastly, the theory of Employee Performance by Aswin & Herman (2022), which concentrates on quantitative output, contrasts with Hidayat et al. (2023), who incorporate ethical and moral dimensions. In public organizations serving the community, ethical and moral considerations are crucial, as performance success is measured not only by results but also by the integrity and process through which these results are achieved.

This comparative analysis demonstrates that this research adopts a more integrative perspective, combining individual awareness, cultural values, formal compliance, resource optimization, and ethical dimensions in assessing the relationships between work ethic, work discipline, organizational performance effectiveness, and employee performance.

METHODOLOGY

This study aims to analyze the influence of work ethic and work discipline on employee performance with organizational performance effectiveness as a mediating variable within the General Bureau of the Regional Secretariat of East Kalimantan Province. The relationships among these variables are designed based on the premise that both work ethic and work discipline impact employee

performance directly and indirectly through organizational effectiveness. A quantitative research approach is employed, as the data collected and analyzed are numerical in nature. As stated by Arikunto (2010), quantitative data consists predominantly of numbers rather than words or images, with each indicator coded numerically and the results presented based on the most frequent responses, which are then tabulated. The population in this study consists of all civil servants (ASN) working in the General Bureau of the Governor's Office, totaling 91 individuals. A saturated sampling technique was used, wherein the entire population was treated as the research sample, based on Sugiyono's (2021) definition that saturated sampling is appropriate when the population is relatively small and all members are considered relevant to the variables being studied. Data were collected through an online questionnaire, which served as the primary data collection tool, designed to assess employee perceptions regarding organizational support, employee engagement, job satisfaction, and performance. Responses were measured using a Likert scale ranging from 1 to 5 (strongly disagree to strongly agree). Data analysis was conducted using SmartPLS version 3. Partial Least Squares (PLS) is a variance-based structural equation modeling (SEM) technique commonly used in behavioral studies, particularly when analyzing complex models with multiple dependent and independent variables (Murniati et al., 2019). PLS consists of two main components: the measurement model, used to assess validity and reliability, and the structural model, used to evaluate causality and test hypotheses through predictive modeling.

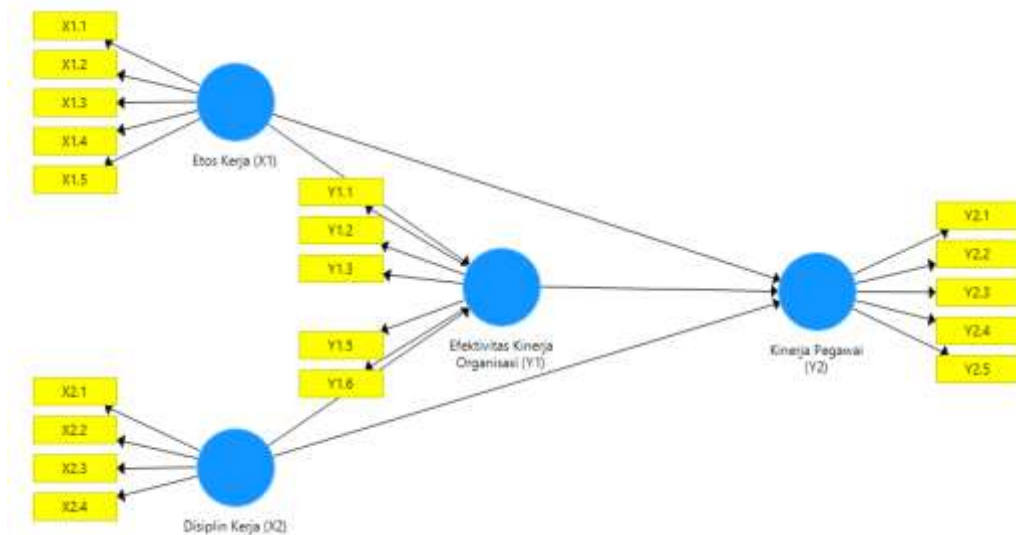


Figure. 1 Hypotheses Test

RESULTS AND DISCUSSION

Convergent Validity

Table. 1 Convergent Validity

Variabel	Indikator	Outer Loading	Keterangan
Etos Kerja (X1)	X1.1	0,793	Valid
	X1.2	0,781	Valid
	X1.3	0,846	Valid
	X1.4	0,909	Valid
	X1.5	0,865	Valid
Disiplin Kerja (X2)	X2.1	0,858	Valid
	X2.2	0,898	Valid
	X2.3	0,931	Valid
	X2.4	0,868	Valid
Efektivitas Kinerja Organisasi (Y1)	Y1.1	0,915	Valid
	Y1.2	0,728	Valid
	Y1.3	0,854	Valid
	Y1.4	0,677	Tidak Valid
	Y1.5	0,804	Valid
	Y1.6	0,785	Valid
Kinerja Pegawai (Y2)	Y2.1	0,877	Valid
	Y2.2	0,842	Valid
	Y2.3	0,928	Valid
	Y2.4	0,719	Valid
	Y2.5	0,787	Valid

Based on the results of the convergent validity test, the majority of indicators for each variable in this study met the validity criteria, with outer loading values exceeding 0.7, indicating that they are valid for use in subsequent analyses. However, one indicator under the Organizational Performance Effectiveness variable, namely Y1.4, showed an outer loading value of 0.677, which is below the acceptable threshold and was therefore deemed invalid. As a result, this indicator was eliminated from the model to ensure accurate measurement of the construct. The measurement model was adjusted accordingly.

Table. 2 Convergent Validity

Variabel	Indikator	Outer Loading	Keterangan
Etos Kerja (X1)	X1.1	0,792	Valid
	X1.2	0,782	Valid
	X1.3	0,845	Valid
	X1.4	0,909	Valid
	X1.5	0,865	Valid
Disiplin Kerja (X2)	X2.1	0,858	Valid
	X2.2	0,897	Valid
	X2.3	0,931	Valid
	X2.4	0,868	Valid
Efektivitas Kinerja Organisasi (Y1)	Y1.1	0,927	Valid
	Y1.2	0,720	Valid
	Y1.3	0,857	Valid
	Y1.5	0,810	Valid
	Y1.6	0,809	Valid
Kinerja Pegawai (Y2)	Y2.1	0,878	Valid
	Y2.2	0,843	Valid
	Y2.3	0,929	Valid
	Y2.4	0,717	Valid
	Y2.5	0,787	Valid

After this adjustment and the removal of the invalid indicator, all remaining indicators for each variable demonstrated outer loading values above 0.7. This indicates that all indicators fulfilled the criteria for convergent validity and can be optimally used to measure the respective constructs in the research model. Therefore, the measurement model is considered valid and reliable, and the analysis can proceed to the next stage.

Discriminant Validity

Table. 3 Discriminant Validity

Indikator	Etos Kerja (X1)	Disiplin Kerja (X2)	Efektivitas Kinerja Organisasi (Y1)	Kinerja Pegawai (Y2)
X1.1	0,792	0,691	0,654	0,571
X1.2	0,782	0,690	0,673	0,626
X1.3	0,845	0,774	0,668	0,622
X1.4	0,909	0,833	0,815	0,804
X1.5	0,865	0,801	0,739	0,738
X2.1	0,819	0,858	0,747	0,757
X2.2	0,816	0,897	0,656	0,650
X2.3	0,801	0,931	0,794	0,761
X2.4	0,782	0,868	0,755	0,731
Y1.1	0,801	0,817	0,927	0,764
Y1.2	0,558	0,555	0,720	0,570
Y1.3	0,702	0,720	0,857	0,748
Y1.5	0,713	0,667	0,810	0,734
Y1.6	0,716	0,665	0,809	0,753
Y2.1	0,681	0,737	0,760	0,878
Y2.2	0,737	0,696	0,762	0,843
Y2.3	0,739	0,773	0,824	0,929
Y2.4	0,611	0,584	0,592	0,717
Y2.5	0,587	0,602	0,654	0,787

Based on the data above, all indicators for each variable have higher loading values on their respective constructs compared to their loadings on other constructs. This result indicates that the research model has met the requirements of discriminant validity according to the cross-loading method, meaning that each construct is clearly distinguishable from other constructs in the model.

Average Variance Extracted (AVE)

Table. 4 Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)	Keterangan
Etos Kerja (X1)	0,706	Valid
Disiplin Kerja (X2)	0,791	Valid
Efektivitas Kinerja Organisasi (Y1)	0,685	Valid
Kinerja Pegawai (Y2)	0,695	Valid

Based on the data above, all research variables have Average Variance Extracted (AVE) values above 0.5, ranging from 0.685 to 0.791. This indicates that each construct has achieved convergent validity, as it is able to explain more than

half of the variance of its indicators. Thus, all variables in the research model are confirmed to meet the requirements of convergent validity.

Composite Reliability

Table. 5 Composite Reliability

Variabel	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Keterangan
Etos Kerja (X1)	0,923	0,895	Reliabel
Disiplin Kerja (X2)	0,938	0,911	Reliabel
Efektivitas Kinerja Organisasi (Y1)	0,915	0,883	Reliabel
Kinerja Pegawai (Y2)	0,919	0,888	Reliabel

Based on the reliability test results, all variables in this study –including Work Ethic, Work Discipline, Organizational Performance Effectiveness, and Employee Performance – have composite reliability and Cronbach’s alpha values exceeding 0.7. This confirms that all constructs in the research model are reliable, with consistent and trustworthy indicators for measuring each variable.

R Square

Table. 6 R Square

Variabel	<i>R Square</i>	<i>R Square Adjusted</i>
Efektivitas Kinerja Organisasi (Y1)	0,745	0,739
Kinerja Pegawai (Y2)	0,783	0,776

Based on the analysis results, the variable Organizational Performance Effectiveness (Y1) has an R Square value of 0.745, and the variable Employee Performance (Y2) has an R Square value of 0.783. This indicates that the research model is able to explain 74.5% of the variance in Y1 and 78.3% of the variance in Y2 through the independent variables used, demonstrating that the structural model has a very strong predictive power for both dependent variables.

Q-Square

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\
 Q^2 &= 1 - (1 - 0,745)(1 - 0,783) \\
 Q^2 &= 1 - (0,255)(0,217) \\
 Q^2 &= 1 - 0,055 \\
 Q^2 &= 0,944 \text{ atau } 94,4\%
 \end{aligned}$$

Based on the calculation results, the Q-Square (Q^2) value of the model is 0.9448. This value is well above zero, indicating that the research model possesses a high level of predictive relevance. In other words, the model is capable of accurately predicting both Organizational Performance Effectiveness and Employee Performance based on the independent variables used in this study.

Table. 7 hypothesis

Keterangan	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Etos Kerja (X1) → Efektivitas Kinerja Organisasi (Y1)	0,523	0,519	0,228	2,296	0,011
Disiplin Kerja (X2) → Efektivitas Kinerja Organisasi (Y1)	0,361	0,365	0,215	1,680	0,047
Etos Kerja (X1) → Kinerja Pegawai (Y2)	0,062	0,066	0,178	0,348	0,364
Disiplin Kerja (X2) → Kinerja Pegawai (Y2)	0,271	0,259	0,165	1,650	0,050
Efektivitas Kinerja Organisasi (Y1) → Kinerja Pegawai (Y2)	0,589	0,596	0,138	4,280	0,000
Etos Kerja (X1) → Efektivitas Kinerja Organisasi (Y1) → Kinerja Pegawai (Y2)	0,308	0,312	0,168	1,837	0,033
Disiplin Kerja (X2) → Efektivitas Kinerja Organisasi (Y1) → Kinerja Pegawai (Y2)	0,212	0,215	0,138	1,539	0,062

Based on the results of the data analysis, hypothesis testing was conducted to evaluate the extent of the relationships among the variables in this research model, both in terms of direct effects and those mediated by the intervening variable. The interpretations of each hypothesis are presented as follows:

1. Hypothesis 1: Based on the statistical test results, the t-statistic value of 2.296 exceeds the minimum threshold of 1.662, and the p-value of 0.011 is below 0.05. Therefore, H1 is declared significant. This indicates a significant positive effect of work ethic on organizational performance effectiveness among employees at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
2. Hypothesis 2: Based on the statistical test results, the t-statistic value of 1.680 exceeds the minimum threshold of 1.662, and the p-value of 0.047 is below 0.05. Therefore, H2 is declared significant. This indicates a significant positive effect of work discipline on organizational performance effectiveness among employees at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
3. Hypothesis 3: Based on the statistical test results, the t-statistic value of 0.348 is well below the minimum threshold of 1.662, and the p-value of 0.364 is far above 0.05. Therefore, H3 is declared not significant. This indicates that work ethic does not have a significant positive effect on employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
4. Hypothesis 4: Based on the statistical test results, the t-statistic value of 1.650 is slightly below the minimum threshold of 1.662, and the p-value of 0.050 is exactly at the significance level of 0.05. Therefore, H4 is considered marginally significant. This indicates a tendency for a positive effect of work discipline on employee performance, although the statistical significance is marginal at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.

5. Hypothesis 5: Based on the statistical test results, the t-statistic value of 4.280 exceeds the minimum threshold of 1.662, and the p-value of 0.000 is well below 0.05. Therefore, H5 is declared significant. This indicates a significant positive effect of organizational performance effectiveness on employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
6. Hypothesis 6: Based on the statistical test results, the t-statistic value of 1.837 exceeds the minimum threshold of 1.662, and the p-value of 0.033 is below 0.05. Therefore, H6 is declared significant. This indicates that organizational performance effectiveness significantly mediates the relationship between work ethic and employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
7. Hypothesis 7: Based on the statistical test results, the t-statistic value of 1.539 is below the minimum threshold of 1.662, and the p-value of 0.062 is greater than 0.05. Therefore, H7 is declared not significant. This indicates that organizational performance effectiveness does not mediate the relationship between work discipline and employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis and discussion, the main conclusions of this study are as follows:

1. Work ethic has a positive and significant effect on organizational performance effectiveness among employees at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
2. Work discipline has a positive and significant effect on organizational performance effectiveness among employees at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
3. Work ethic does not have a significant effect on employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
4. Work discipline has a positive and significant effect on employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
5. Organizational performance effectiveness has a positive and significant effect on employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
6. Organizational performance effectiveness significantly mediates the relationship between work ethic and employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.
7. Organizational performance effectiveness does not mediate the relationship between work discipline and employee performance at the General Bureau of the Governor's Office, Regional Secretariat of East Kalimantan Province.

FURTHER STUDY

Future research is encouraged to expand the scope of this study by involving other government institutions or regions to enhance generalizability. Additionally, incorporating other relevant variables such as leadership style, organizational culture, or employee engagement may provide a more comprehensive understanding of the factors influencing employee performance. A mixed-method approach involving qualitative insights could also enrich the interpretation of behavioral and contextual dimensions within public sector organizations.

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