

The Influence of Work Ethos and Work Discipline on Employee Performance at the Social Affairs Office of North Maluku Province

Ardiansya Edy Tjan¹, Nurlaila², Irfandi Buamonabot³

^{1,2,3} Faculty of Economics and Business, Khairun University

Email: ardiansyahtjan@gmail.com

ABSTRACT

This study aims to analyse the influence of work ethos and work discipline on employee performance at the Social Affairs Office of North Maluku Province. A quantitative approach was employed, involving 61 employees selected through a saturated sampling technique. Data were analysed using multiple linear regression with SPSS version 26. The results of the t-test indicate that both work ethos and work discipline have positive and statistically significant partial effects on employee performance. Furthermore, the F-test results confirm that these variables simultaneously influence employee performance with a high level of significance ($F = 124.248$). These findings imply that strengthening internal professional values alongside enforcing organisational regulations plays a critical role in improving the quality of public services. This study recommends that management continuously prioritize human resource development through systematic supervision and motivational strategies.

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Keywords: Work Ethos; Work Discipline; Employee Performance

INTRODUCTION

In the era of globalization and the increasing demand for high-quality public services, human resources (HR) have become the most strategic asset within organizations, particularly in government institutions. The effectiveness of public administration is largely determined by employee performance, which serves as a key indicator of organizational success. Employee performance reflects not only individual competencies but also the influence of internal values and the organizational work environment.

Within the Social Affairs Office of North Maluku Province, preliminary observations reveal several challenges in achieving optimal performance levels. Data from late 2025 indicate that employee attendance averaged only 74.1%, which is below the expected standard. In addition, several social empowerment programs failed to meet their targets, indicating a discrepancy between organizational planning and field implementation. These issues are closely related to two fundamental factors: work ethos and work discipline.

Work ethos refers to the fundamental character and moral orientation that drive an individual's dedication and integrity at work. A strong work ethos encourages employees to perceive their occupation not merely as a routine obligation but as a form of public service responsibility. Conversely, work discipline functions as a regulatory mechanism that ensures consistency, punctuality, and compliance with established procedures. Without a high level of discipline, even highly skilled employees may not perform optimally.

Previous empirical studies have reported varying findings regarding the influence of work ethos and work discipline on employee performance across different organizational and regional contexts. Therefore, conducting a focused empirical investigation within the Social Affairs Office of North Maluku Province is essential to

better understand how these variables interact in shaping employee performance. This study aims to provide a scientific foundation for the development of human resource strategies, thereby supporting the Provincial Government in delivering professional, effective, and accountable social services.

Literature Review

1. Employee Performance

Employee performance refers to the quality and quantity of work achieved by an individual in carrying out assigned tasks and responsibilities. According to Mangkunegara (2017), performance is defined as the outcome of work achieved by an employee in performing their organizational role. Key performance indicators generally include work quality, quantity, timeliness, and the ability to collaborate effectively. In the public sector, high employee performance is essential to ensure that services are delivered efficiently, transparently, and accountably.

2. Work Ethos

Work ethos represents a set of positive work attitudes and behaviors rooted in strong personal values and professional commitment. Sinamo (2011) conceptualizes work ethos as a constellation of mental attitudes that shape an individual’s professional character and behavior. It includes values such as integrity, diligence, responsibility, and a sense of purpose in one’s work. A strong work ethos transforms work from a mere obligation into a meaningful endeavour, thereby enhancing employee productivity and commitment to organisational objectives.

3. Work Discipline

Work discipline is a managerial instrument used to regulate employee behavior and foster awareness of organizational responsibilities. Sutrisno (2020) argues that discipline is one of the most critical functions of human resource management, as organizational effectiveness cannot be achieved without it. Work discipline encompasses adherence to working hours, compliance with organizational rules, and respect for established procedures and authority structures. High levels of discipline contribute to improved organizational order and performance consistency.

In this research model, work ethos and work discipline are proposed to have a direct effect on employee performance. These relationships form the basis for developing the hypotheses as follows: (1) H1: Work ethos has a positive and significant effect on employee performance. (2) H2: Work discipline has a positive and significant effect on employee performance. (3) H3: Work ethos and work discipline simultaneously have a significant effect on employee performance.

Reserch Model

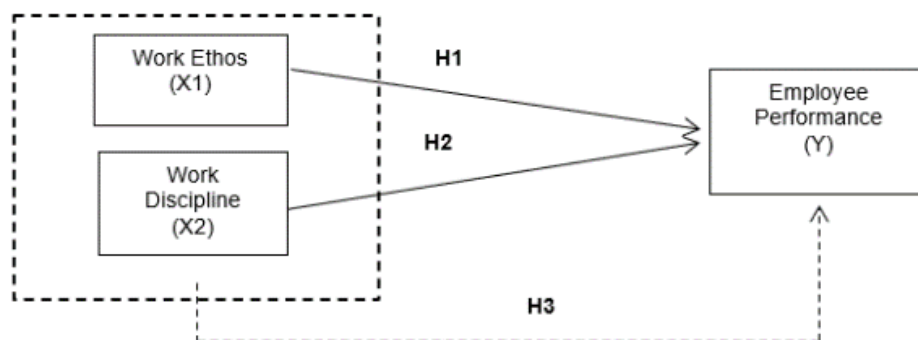


Figure 1 Conceptual Framework

The conceptual framework of this study illustrates the relationship between work ethos, work discipline, and employee performance. Work ethos and work discipline are proposed to influence employee performance both partially and simultaneously. This model is developed based on previous theories and empirical studies indicating the role of professional mentality and regulatory compliance in strengthening the overall performance of employees at the Social Affairs Office of North Maluku Province.

METHOD

This study employed a quantitative research design to examine the influence of work ethos and work discipline on employee performance at the Social Affairs Office of North Maluku Province. The population of the study comprised all employees within the office, totaling 61 individuals. Given the relatively small population size, a saturated sampling technique was applied, whereby all members of the population were included as respondents to ensure comprehensive data representation.

Data were collected through a structured questionnaire consisting of previously validated measurement items. Prior to analysis, the instrument underwent validity testing to ensure construct validity, while reliability testing was conducted to confirm internal consistency. The variables of work ethos, work discipline, and employee performance were measured using a five-point Likert scale.

Hypothesis testing was carried out using multiple linear regression analysis with the assistance of SPSS version 26. This analytical approach enabled the assessment of both the partial effects of work ethos and work discipline on employee performance, as well as their simultaneous influence. In addition, classical assumption tests were performed to ensure that the regression model satisfied the BLUE (Best Linear Unbiased Estimator) criteria. All statistical decisions were made based on a significance level of 0.05.

RESULTS AND DISCUSSION

Table 1. Regression Results Coefficients^a

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	5.420	1.250	—	4.336	.000
X1 (Work Ethos)	0.450	0.120	0.410	3.750	.000
X2 (Work Discipline)	0.380	0.115	0.365	3.304	.002

The Effect of Work Ethos on Employee Performance

The statistical analysis indicates that work ethos has a positive and statistically significant effect on employee performance at the Social Affairs Office of North Maluku Province. The t-test results show that the calculated t-value for the work ethos variable is 3.750, which exceeds the critical t-value of 2.000, with a significance level of 0.000 (< 0.05). Therefore, H1 is accepted, implying that improvements in work ethos lead to a significant increase in employee performance.

The Effect of Work Discipline on Employee Performance

The findings also reveal that work discipline has a positive and statistically significant effect on employee performance. The t-test result shows that the calculated t-value for work discipline is greater than the critical t-value (t-count > 2.000), with a significance level of 0.000 (< 0.05). Accordingly, H2 is accepted, indicating that higher levels of work discipline contribute significantly to enhanced employee performance.

Table 2. The Simultaneous Effect of Work Ethos and Work Discipline on Employee Performance

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	146.801	2	573.401	124.248	.000
Residual	267.658	58	4.615	—	—
Total	414.459	60	—	—	—

Dependent Variable: Y (Employee Performance)

Predictors: (Constant), X1 (Work Ethos), X2 (Work Discipline)

The F-test was conducted to determine the simultaneous effect of work ethos (X1) and work discipline (X2) on employee performance (Y). The results indicate that the calculated F-value is 124.248, which is substantially higher than the critical F-value of 3.15, with a significance level of 0.000 (< 0.05). Thus, H3 is accepted, confirming that work ethos and work discipline simultaneously exert a positive and statistically significant influence on employee performance.

The high F-value suggests that the integration of a strong professional mindset and strict adherence to organizational regulations serves as a robust predictor of overall employee productivity.

Discussion

The findings of this study demonstrate that work ethos exerts a strong and significant influence on employee performance. This result is consistent with the findings of Sinamo (2011), who argued that work ethos positively affects performance, as employees with a professional mindset—characterized by integrity, responsibility, and dedication—are more likely to achieve optimal outcomes. In the context of the Social Affairs Office of North Maluku Province, work ethos is closely associated with employees' commitment to public service. Employees who perceive their work as a calling and a responsibility tend to exhibit greater persistence and engagement, which in turn enhances their individual performance.

Furthermore, the results indicate that work discipline significantly contributes to employee performance. This finding aligns with Sutrisno (2020), who emphasized that work discipline represents a critical function of human resource management, reflecting an individual's awareness and willingness to comply with organizational rules. Disciplined employees tend to demonstrate positive attitudes toward regulations and effective time management, leading to increased productivity. Within the Social Affairs Office, where coordination and punctuality are essential for the implementation of social programs, employees who maintain high levels of discipline appear more committed to achieving organizational goals. This underscores the role of discipline as a key external determinant of performance.

Additionally, the simultaneous analysis reveals that work ethos and work discipline jointly have a significant effect on employee performance. These findings are consistent with broader human resource management theories, which suggest that employee performance is shaped by both internal factors (such as values and attitudes) and external factors (such as rules and organizational systems). The synergy between a strong professional ethos and a structured disciplinary framework forms a critical foundation for enhancing employee performance. This implies that organizations should not only focus on developing employees' intrinsic motivation and character but also ensure the consistent enforcement of rules and supervisory mechanisms.

CONCLUSION

This study examined the influence of work ethos and work discipline on employee performance at the Social Affairs Office of North Maluku Province. The findings indicate that work ethos significantly enhances employee performance by fostering professionalism, integrity, and a strong sense of responsibility. In addition, work discipline improves performance through consistent adherence to organizational regulations and effective time management practices.

Moreover, the results of the simultaneous analysis confirm that work ethos and work discipline collectively have a significant impact on employee performance. This suggests that the interaction between internal professional values and external regulatory structures plays a crucial role in shaping both individual and organizational outcomes.

Overall, the study highlights the importance of organizational strategies that promote both character development and strict disciplinary enforcement within the public sector. Strengthening work ethos while maintaining high standards of discipline can contribute to improved service quality and more consistent, effective employee performance at the Social Affairs Office of North Maluku Province.

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