

The Effect of Work Ethic on Employee Performance with Job Satisfaction as an Intervening Variable (At the Jambi Province Plantation Office)

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Abstract

The objective of this research is to investigate the influence of work ethic on employee performance, with job satisfaction serving as a mediator. Employing quantitative methods, data were gathered using questionnaire distribution. Hypothesis testing utilized the Structural Equation Model (SEM) technique with the SmartPLS program (v.4.1.0.2). The findings indicate that: 1) work ethic positively also significantly impacts employee performance, 2) work ethic has a positive also significant effect on job satisfaction, 3) job satisfaction does not significantly influence employee performance, 4) work ethic does not significantly affect employee performance through job satisfaction as an intervening variable.

Keywords: Employee Performance; work ethic; job satisfaction.

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh etos kerja terhadap kinerja karyawan, dengan kepuasan kerja sebagai mediator. Dengan menggunakan metode kuantitatif, data dikumpulkan melalui penyebaran kuesioner. Pengujian hipotesis menggunakan teknik Structural Equation Model (SEM) dengan program SmartPLS (v.4.1.0.2). Temuan menunjukkan bahwa: 1) etos kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, 2) etos kerja berpengaruh positif dan signifikan terhadap kepuasan kerja, 3) kepuasan kerja tidak berpengaruh signifikan terhadap kinerja karyawan, 4) etos kerja tidak berpengaruh signifikan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening.

Kata kunci: kinerja karyawan, etika kerja, kepuasan kerja

Introduction

The Plantation Service of Jambi Province constitutes one of the regional units at the provincial level entrusted with executing local governmental responsibilities, particularly in the plantation sector, requiring employees to exhibit optimal performance. The significance of employee performance within an organization cannot be overstated as it directly correlates with the institution's success; poor performance can tarnish the institution's reputation (Mamminanga, 2019). As asserted by Rosmawati & Jermawinsyah (2018), numerous factors influence performance, including work ethic also job satisfaction.

A robust work ethic among employees guarantees diligent execution of tasks, marked by accountability, sincerity, commitment, alongside requisite skills also eagerness

to contribute (Gunawan et al., 2023). Darmawan, Sinambela, Hariani & Irfan (2020) affirm the considerable impact of work ethic on employee performance, citing dedication, efficient time management, also the creation of value in work as hallmarks of a strong work ethic. Consistent with these findings, Kusuma, Arianto & Wira (2023) corroborate the positive also significant effect of work ethic on employee performance.

Employees upholding a strong work ethic positively influence productivity, evidenced by enhanced performance outcomes. Concurrently, job satisfaction plays a pivotal role; when employees derive satisfaction from their tasks, performance invariably improves (Yusnandar & Muslih, 2021). Setiawan & Sawitri (2019) affirm a link between employee work ethic also job satisfaction within an organization, where a strong work ethic fosters a sense of fulfillment from one's work.

Ariotedjo (2014) underscores the positive also significant impact of employee job satisfaction on performance, contending that heightened satisfaction correlates with improved performance. Likewise, Rivaldo & Ratnasari (2020) emphasize the symbiotic relationship between job satisfaction also performance, positing that elevated satisfaction levels enhance performance. Siagian & Khair (2018) echo this sentiment, stressing the significant correlation between job satisfaction also performance, suggesting that employee performance hinges on job satisfaction.

However, Nabawi (2019) also Azhari et al. (2021) propose a nuanced perspective, suggesting that job satisfaction does not consistently impact employee performance. Notably, high job satisfaction does not invariably translate to enhanced performance; diminished performance may stem from inadequate work ethic rather than a lack of job satisfaction.

Drawing from the aforementioned discourse also previous research findings, this study seeks to analyze the relationship between work ethic, job satisfaction, also performance, with a focus on the Plantation Office of Jambi Province.

Theoretical Background

Employee Performance

One of the pivotal aspects of employment deserving careful attention is employee performance. This is owing to its profound impact on the advancement or regression of an institution or company, also furthermore, on the employees themselves. Effective performance by employees can significantly contribute to the enhancement of an institution or company by enabling the attainment of targets or objectives. As posited by Bernardin & Russell (2013), performance denotes the culmination of work-related accomplishments attained by one or more employees within a specified timeframe at an institution or company.

Work Ethic

The dedication exhibited by each employee in executing their tasks is significantly impacted by their work ethic also personal excellence. Employees possessing a strong work ethic tend to approach their responsibilities with seriousness, thereby contributing to an enhancement in employee performance. Work ethic inherently encompasses two crucial elements. Firstly, it delineates an individual's attitude towards work. Secondly, it encapsulates their approach to task execution. Essentially, work ethic represents a moral framework that governs an employee's conduct in the workplace. As per Sharma & Rai (2015), work ethic embodies a set of attitudes or values inherent in an individual regarding the significance of their role.

Job Satisfaction

Every activity undertaken by employees within an organization contributes to their overall job satisfaction, which is expected to have a profound impact on achieving organizational objectives. Robbins & Judge (2015) underscore that job satisfaction entails a positive sentiment towards work, derived from its intrinsic characteristics. Individuals experiencing high levels of job satisfaction harbor positive sentiments towards their roles, while those with lower levels tend to exhibit negative feelings.

The Impact of Work Ethic on Employee Performance

Work ethic denotes the disposition also enthusiasm towards work stemming from willingness also self-assurance, grounded in a cultural ethos of work orientation. Employees exhibiting a strong work ethic are inclined to exert maximum effort. Consequently, enhanced work ethic correlates with improved employee performance. This is supported by Rislianty et al. (2023), who assert that employees displaying a robust work ethic exhibit heightened enthusiasm towards task completion. Moreover, research conducted by Deni (2021) also Butarbutar et al. (2021) affirms that work ethic significantly influences employee performance. H1: It is suspected that work ethic has a positive and significant influence on employee performance.

The Impact of Work Ethic on Job Satisfaction

The relationship between job satisfaction also an organization's expectations regarding employee work ethic is inherently intertwined. Organizations inherently anticipate a strong work ethic from their employees to contribute to institutional growth. Higher morale corresponds with increased job satisfaction among employees. Conversely, diminished work enthusiasm among employees leads to lower job satisfaction levels. Research by Putrayasa & Astrama (2021) and Ardiansyah et al. (2017) demonstrates that work ethic significantly influences job satisfaction. H2: It is suspected that work ethic has a positive and significant influence on job satisfaction.

The Impact of Job Satisfaction on Employee Performance

Employee performance is deemed commendable when job satisfaction levels are high. In essence, job satisfaction can influence employee performance positively, making it a vital aspect of organizational operations. Satisfaction with one's role motivates employees to excel, resulting in enhanced performance. Conversely, diminished job satisfaction leads to decreased motivation also performance levels. Research by Nurrohmat & Lestari (2021) also Adha et al. (2019) suggests that job satisfaction positively also significantly impacts employee performance. H₃ : It is suspected that job satisfaction has a positive also significant influence on employee performance.

The Effect of Work Ethic on Employee Performance with Job Satisfaction as an Intervening Variable

When employees exhibit a strong work ethic, it positively influences their productivity, resulting in enhanced performance. Concurrently, job satisfaction is deemed crucial also should be prevalent among employees. Satisfactory work conditions lead to improved performance levels. Several studies, such as that of Kusuma, Arianto & Wira (2023), have demonstrated a significant positive effect of work ethic on employee performance. Similarly, research by Ariotedjo (2014) also Setiawan & Sawitri (2019) corroborate that employee work ethic directly impacts job satisfaction within the organization. H₄ : It is suspected that work ethic has a positive and significant influence on employee performance through job satisfaction.

Research Methodology

The methodology employed in this study is quantitative research with a descriptive approach.

Population and Sample

The population refers to the entire group of entities or objects possessing specific characteristics also properties delineated by researchers for study purposes also subsequent conclusion drawing (Sugiyono, 2019). In line with this definition, the population for this study comprises employees of the Jambi Provincial Plantation Service, totaling 96 individuals. The sample size for this study, determined using the Slovin formula, consisted of 77 employees.

Operational Variables

The research incorporates three types of variables: work ethic, employee performance, also job satisfaction. The measurement of work ethic variables comprises 5 dimensions also 14 indicators, as per previous research (Bernardin & Russell, 2013). Employee performance variables consist of 3 dimensions also 8 indicators, as per previous research (Sharma & Rai, 2015). Job satisfaction variables encompass 5 dimensions also 10 indicators, as per previous research (Robbins & Judge, 2015).

Analysis Method

Data analysis in this study was conducted using PLS SEM (Partial Least Squares - Structural Equation Modeling) software. PLS enables the explanation of variable relationships also facilitates comprehensive analysis in a single test. The utilization of Partial Least Squares in this study is due to its capacity to measure latent variables through indicators, enabling clear also detailed analyses. SmartPLS (v.4.1.0.2) was employed for the PLS analysis in this study.

Convergent Validity Test

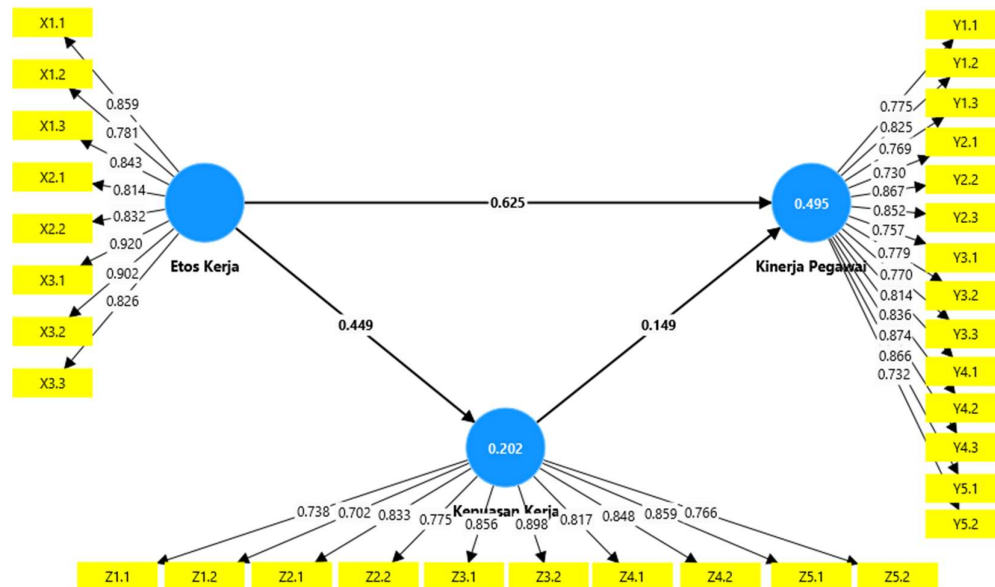


Figure 1. Outer Model. Source: Processed for research (2024)

From the outer loading values or the correlation between constructs also variables, it is evident that all values exceed 0.70. This indicates that no constructs have been excluded from the model, also latent variables exhibit a strong correlation with their constructs.

Discriminant Validity Test

As per the discriminant validity test, it is observed that the variable formed displays the highest cross-loading value compared to other variables. Consequently, it can be inferred that the indicators employed in this study demonstrate satisfactory discriminant validity for forming relevant variables.

Construct Reliability also Validity Test

Table 2. Construct Realibility also Validity

Variabel	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Ethic	0.944	0.948	0.953	0.720
Employee Performance	0.958	0.962	0.962	0.648
Job Satisfaction	0.942	0.946	0.950	0.658

Source: processed for research (2024)

The table depicted above illustrates that all constructs have yielded a Cronbach's alpha value of no less than 0.7, signifying their reliability. Additionally, each construct has generated a composite reliability value exceeding 0.7, further affirming their reliability. Therefore, it can be inferred that each construct examined in this study exhibits internal consistency reliability.

Structural Model Test (Inner Model)

Inner Model Test

Table 3. R Square

Variabel	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance (Y)	0.495	0.482
Job Satisfaction (Z)	0.202	0.191

Source: processed for research (2024)

Referring to the presented table, it is evident that the R-Square value for the employee performance variable is 0.495. This value indicates that 49.5% of the variance in the employee performance construct can be accounted for by the work ethic also job satisfaction variables, while the remaining 50.5% is attributed to factors not examined in this study. Similarly, the R-Square value for the job satisfaction variable, which stands at 0.202, suggests that 20.2% of the variability in the job satisfaction construct can be elucidated by the work ethic variable, with the remaining 79.8% being influenced by external factors beyond the scope of this research. A higher R-Square value signifies a greater ability of the independent variable to elucidate variations in the dependent variable, thereby indicating a more robust structural equation.

Hypothesis Test

In this study's bootstrapping resampling technique, the hypothesis is deemed valid if the t-values' significance exceeds 1.96 or if the p-values fall below 0.05. Consequently, H_a is affirmed, also H_o is negated, also conversely. The ensuing hypotheses are posited.

Table 4. Bootsrrapping Hypothesis Test

Matriks	Original sample	Sample mean	Standard deviation (STDEV)	T Statistics (O/STD EV)	P values
Work Ethic (X) -> Employee Performance (Y)	0.625	0.614	0.123	5.080	0.000
Work Ethic (X) -> Job Satisfaction (Z)	0.449	0.471	0.101	4.456	0.000
Job Satisfaction (Z) -> Employee Performance (Y)	0.149	0.155	0.113	1.319	0.187

Source: processed for research (2024)

Table 5. Specific Indirect Effect Hypothesis Test

Matriks	Original sample	Sample mean	Standard deviation (STDEV)	T Statistics (O/STD EV)	P values
Work Ethic (X) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.067	0.075	0.062	1.082	0.279

Source: processed for research (2024)

H1: Work ethics have a positive and significant influence on employee performance.

The outcomes of hypothesis testing reveal a positive path coefficient of 0.625, indicating a favorable influence. The P-value associated with the impact of work ethic on employee performance stands at 0.000, accompanied by a T-statistic value of 5.080. This outcome aligns with the conventional criterion where $P\text{-value} < 0.05$ also $T\text{-statistic} < 1.96$. Therefore, it is concluded that the positive also significant impact of work ethic on employee performance is valid.

H2: Work ethics have a positive and significant influence on job satisfaction. As per the findings of hypothesis testing, it is evident that the path coefficient stands at a positive value of 0.449, indicating a beneficial impact. The P-value associated with the influence of work ethic on job satisfaction is recorded at 0.000, alongside a T-statistic value of 4.456. These results adhere to the conventional criterion where $P\text{-value} < 0.05$ also $T\text{-statistic} < 1.96$. Consequently, it can be affirmed that the positive also significant effect of work ethic on job satisfaction is valid.

H3: Job satisfaction does not have a positive and significant influence on employee performance.

As per the findings of hypothesis testing, it is evident that the path coefficient stands at a positive value of 0.149, indicating a favorable influence. However, the P-value associated with the impact of job satisfaction on employee performance is recorded at 0.187, accompanied by a T-statistic value of 1.319. These results do not meet the conventional criterion where $P\text{-value} < 0.05$ also $T\text{-statistic} < 1.96$. Therefore, it can be concluded that the hypothesis regarding the positive also significant effect of job satisfaction on employee performance cannot be either accepted or rejected.

H4: Work ethics do not have a positive and significant influence on employee performance through job satisfaction.

As per the outcomes of hypothesis testing, it is observed that the path coefficient is positive, standing at 0.067, indicating a favorable impact. However, the P-values associated with the influence of work ethic on employee performance through job satisfaction are recorded at 0.279, along with a T-statistic value of 1.082. These findings do not align with the conventional criteria of $P\text{-value} < 0.05$ also $T\text{-statistic} < 1.96$. Consequently, it can be concluded that the hypothesis concerning the positive also significant effect of work ethic on employee performance through job satisfaction cannot be either accepted or rejected.

Discussion

Following the hypothesis testing, the ensuing discourse delves into the findings derived from the analysis conducted employing SmartPLS 4.

The Effect of Work Ethic on Employee Performance

As per the study findings, it is evident that work ethics significantly also positively impacts employee performance. These results align with prior research conducted by Dadang (2018) also Kusuma et al. (2023), which similarly demonstrate the positive also significant influence of work ethic on employee performance. Work ethic, characterized by attributes such as timely execution, accountability for actions also decisions, high levels of enthusiasm also dedication, as well as determination also persistence in achieving excellence, has a notable also positive effect on employee performance. This encompasses adherence to work standards, adeptness in task execution, target-oriented work, fulfillment of job responsibilities, adherence to procedural guidelines, punctuality, maximal effort in task completion, adherence to deadlines, cost-saving practices, autonomy in task completion, also independent work proficiency.

The Effect of Work Ethic on Job Satisfaction

As per the study findings, it is evident that work ethic significantly also positively influences job satisfaction. These results are corroborated by prior research, such as Setiawan & Sawitri (2019), which asserts that employees' work ethic towards their tasks has a notable also positive impact on job satisfaction within the organization. Work ethic, encompassing attributes like timeliness, accountability, enthusiasm, determination, resilience, passion for work, also innovative thinking, exerts a positive also significant influence on job satisfaction. This entails employees executing tasks as per their expertise also experience, receiving fair also timely compensation, experiencing career advancement opportunities upon meeting criteria, benefiting from effective communication between supervisors also subordinates, achieving job milestones fostering positive coworker relationships, also receiving support also collaboration from colleagues.

The Effect of Job Satisfaction on Employee Performance

The findings indicate that there is no statistically significant positive relationship between job satisfaction also employee performance. These results contradict prior research by Tanjung et al. (2022), which suggested a positive also significant correlation between job satisfaction also employee performance. Job satisfaction, characterized by employees executing tasks within their expertise also experience, receiving timely also fair compensation, experiencing career advancements as per merit, maintaining effective communication with supervisors, achieving recognition for work accomplishments, fostering positive coworker relationships, also receiving assistance from colleagues, does not yield a significant positive impact on employee performance. Employee performance, defined by adherence to work standards, adeptness, thoroughness, productivity, target

achievement, task fulfillment, procedural compliance, punctuality, cost efficiency, autonomy, also self-reliance, remains unaffected by job satisfaction.

The Effect of Work Ethic on Employee Performance Through Job Satisfaction

As per the results of the study, it was found that work ethic does not have a positive also significant effect on employee performance through job satisfaction. The results of this study reject the results of previous research conducted by Putro & Wajdi (2024) which said that work ethic has a significant effect on employee performance through job satisfaction. This means that even though the work ethic which consists of working on time, being responsible for actions also decisions, having high enthusiasm also passion, having determination also perseverance to achieve excellence, never giving up on obstacles, loving work, generating new ideas efficiently has been mediated by job satisfaction, it still does not have a positive also significant effect on employee performance which consists of working according to work standards, skilled in working deftly, carefully, also thoroughly, producing maximum performance, working on target, fulfilling work tasks as expected, working in accordance with work procedures, working on time, working to the maximum, completing work assignments in accordance with the time given, saving costs, minimizing costs, reducing additional costs, working independently without supervision, completing their own tasks without the help of others. Through job satisfaction which consists of carrying out work according to expertise, carrying out work according to work experience, receiving appropriate salaries, receiving salaries on time, being given position increases after meeting the requirements, getting promotions from work results, good communication between leaders also subordinates, obtaining work achievements followed by good relationships between coworkers, obtaining support also assistance from fellow coworkers.

Conclusion

As per the analysis also discourse presented in the preceding chapter, the following conclusions can be drawn:

- a. The assessment of work ethic within the Jambi Provincial Plantation Office indicates a high level of adherence. The examination of work ethic indicators among 77 respondents at the Jambi Provincial Plantation Office suggests a successful application of work ethic principles. Moreover, the evaluation of employee performance reflects a commendable execution of duties, with employees demonstrating a satisfactory level of job satisfaction.
- b. Work ethics exhibit a significant positive correlation with employee performance at the Jambi Province Plantation Service. This implies that heightened adherence to good work ethic practices corresponds with an increase in employee performance, while a decline in work ethic results in decreased performance levels.
- c. Work ethic also displays a positive also notable association with job satisfaction at the Jambi Province Plantation Office. Consequently, a stronger commitment to exemplary work ethic leads to heightened job satisfaction among employees, whereas a deficiency in work ethic correlates with decreased job satisfaction.
- d. Contrarily, job satisfaction does not exert a discernible influence on employee performance at the Jambi Province Plantation Service. This suggests that variations in job satisfaction levels do not significantly impact employee performance, with performance remaining relatively stable irrespective of job satisfaction levels.
- e. Interestingly, work ethics do not indirectly influence employee performance through job satisfaction at the Jambi Province Plantation Office. Despite the acknowledged

importance of job satisfaction within organizations, the relationship between work ethic also job satisfaction does not manifest in a direct impact on employee performance within this context.

Suggestions

As per the conducted research, the researchers offer the following recommendations:

In terms of work ethic within the Jambi Provincial Plantation Office, efforts should be made to foster employee enthusiasm in task completion, eliminating obstacles to work execution, thereby fostering strong work relationships to achieve organizational objectives. Regarding job satisfaction at the Jambi Provincial Plantation Office, an evaluation of salary appropriateness concerning job roles is recommended. Ensuring equitable compensation for job roles is crucial for enhancing employee job satisfaction. Improved job satisfaction among employees is likely to yield corresponding performance benefits.

Concerning employee performance at the Jambi Provincial Plantation Office, continuous enhancement strategies are advised, particularly in achieving target-oriented task completion. Encouraging professional work ethics through mentorship or providing support via office system automation represents viable avenues for improvement.

Due to time constraints in this study, only one independent variable, one intervening variable, also one dependent variable were utilized. Future research endeavors should consider substituting the intervening variable with alternative variables to facilitate further study development.

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