

Research Article

The Influence of Work Ethic, Work Discipline, and Communication on Employee Performance at the Yogyakarta Special Region Tourism Office

I Gede Swastika*, Kusuma Chandra Kirana, and Epsilandri Septyarini

Faculty of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia, 55165

*Corresponding Author: gedebaon46@gmail.com | Phone Number: +6281367687832

ABSTRACT

This study examines the influence of work ethic, work discipline, and communication on employee performance at the Yogyakarta Special Region Tourism Office. A quantitative research approach was employed, utilizing a structured questionnaire distributed to all 74 employees through a census sampling method. Data were analyzed using SPSS version 25, incorporating statistical tests such as normality, multicollinearity, heteroskedasticity, t-tests, F-tests, and the coefficient of determination (R^2). The findings reveal that work discipline and communication have a significant positive impact on employee performance, while work ethic does not exhibit a direct effect. Strong work discipline fosters accountability and productivity, whereas effective communication enhances collaboration and efficiency. These results underscore the necessity for organizations to reinforce discipline and communication strategies to optimize employee performance. The study contributes to the understanding of workplace dynamics by emphasizing key determinants of productivity. Future research should explore additional factors influencing employee performance, particularly in the context of technological advancements and evolving work environments.

Keywords: Work Ethic; Work Discipline; Communication; Work Performance

1. INTRODUCTION

Humans are the source of growth because they are social beings with culture. Every organizational activity heavily relies on human resources, who serve as executors, planners, and thinkers to achieve specific objectives. Afifah & Kirana (2021), state that organizations must be capable of building capacity, maintaining, and developing the skills of their human resources if they seek success and an ideal contribution to ensuring organizational sustainability. Thus, the success of an organization is determined by the quality and capacity of its human resources in meeting agreed-upon work standards, thereby supporting the organization's output.

Every organization undoubtedly has objectives, and achieving them requires effective task execution by employees. The achievement of these objectives represents the desired targets established beforehand. With a high level of work competence, an employee can contribute significantly to the organization. Conversely, low competence prevents employees from effectively completing tasks, ultimately hindering the organization's objectives. Work performance refers to an employee's output over a specific period compared to various benchmarks, such as standards, targets/goals, or predetermined criteria agreed upon collectively (Cendana, 2021). High work performance enhances organizational productivity, reduces turnover rates, and stabilizes organizational management. Conversely, low employee performance can degrade quality and productivity, increase turnover rates, and ultimately reduce organizational revenue. Work performance is a crucial factor in assessing the effectiveness of an employee's execution of their core duties and responsibilities within a governmental organization (Putri et al., 2023).

One factor influencing work performance is work ethic. Work ethic is a set of behaviors related to fundamental convictions, a high level of cooperative attitude, and strong commitment to establishing a positive and integral work paradigm (Damare et al., 2023). The level of an employee's work ethic within an organization, whether high or low, can be assessed through its dimensions, which include organizational performance effectiveness and indicators such as work output assessment, enthusiasm for work, work as an activity, perseverance, and work as devotion. According to Fauji (2018), work ethic is the work spirit that characterizes an individual or group, based on ethics or work perspectives that are believed to be true and reflected in determination and concrete behavior in the workplace. (Mukhlis et al., 2020) further explain that

work ethic is a cultural norm that drives individuals to act responsibly based on the belief that their work has intrinsic value. Darodjat, as cited in (Putri et al., 2023), identifies several indicators of work ethic, including hard work, honesty, responsibility, diligence, and perseverance. Additionally, research by Adeel (Ahmed et al., 2021) highlights that incorporating spiritual values into work ethic significantly enhances organizational performance, suggesting that organizations should prioritize Islamic work ethics (IWE) to strengthen employee commitment and productivity. (Udin et al., 2022) further confirms that Islamic work ethics positively influence affective commitment and employee performance, reinforcing the need for ethical orientations in organizational practices.

Another crucial factor affecting work performance is work discipline (Cendana, 2021) emphasizes that discipline is a fundamental operational function of human resource management, as higher employee discipline leads to increased organizational productivity. Work discipline encompasses punctuality, adherence to procedures and orders, and timely task completion. Strong discipline reflects an employee's sense of responsibility for assigned duties (Utama & Wadud, 2024) define discipline as a process of training and shaping individuals to perform better (Mukhlis et al., 2020) highlight that discipline is crucial for organizations, as improved employee discipline enhances institutional performance. Hasibuan, as cited in Silalahi et al., (2021), outlines work discipline indicators, including attendance at the workplace, compliance with work regulations, adherence to work standards, and high levels of alertness. Studies by (Amri et al., 2021; Maryani et al., 2021) further validate that work discipline significantly influences employee performance, with contributions of 45.6% and 64.6% respectively. This underscores the critical role of structured discipline in improving organizational effectiveness.

In addition to work ethic and discipline, communication is also a key factor influencing work performance. Communication is the process by which individuals convey messages or information to others within organizational activities (Makkira et al., 2022). Effective communication facilitates the achievement of both individual and organizational objectives, supports organizational change, enables coordination in organizational activities, and plays a role in nearly all relevant organizational actions (Kadarisman & Haidah, 2022). Consequently, communication is a fundamental pillar for organizational success. Silalahi et al., (2021) explain that communication is a process where individuals attempt to convey understanding through message delivery between individuals or groups to foster mutual comprehension. Sutardji (2016), as cited in Silalahi et al., (2021), outlines key indicators of effective communication, including understanding, pleasure, influence on attitudes, and improved relationships. (Musheke & Phiri, 2021) provide empirical evidence that effective communication positively affects organizational performance. Their findings indicate that proper channels of communication improve coordination and overall productivity. Additionally, with technological advancements, (Lane et al., 2024) highlights the growing importance of digital collaboration technologies in organizational teams, emphasizing their role in enhancing communication and coordination. The utilization of these technologies, including social media and other digital tools, enables organizations to optimize communication processes and improve overall team performance.

The Tourism Office is one of the leading sectors in economic development across various countries. The growth of this sector is supported by the presence of numerous tourist destinations competing to offer unique, appealing, and immersive travel experiences. The success of the tourism sector is inseparable from the performance of the employees involved, particularly within the Tourism Office of the Special Region of Yogyakarta. Employee performance plays a critical role in maintaining service quality and enhancing the visitor experience. To achieve optimal work performance, the Tourism Office of Yogyakarta must focus on the role of human resources in fulfilling their responsibilities. Several factors contributing to a decline in employee work performance, thereby impeding their effectiveness in carrying out duties, include work ethic, work discipline, and communication.

Work ethic significantly influences work performance. As explained by Aspani et al. (2022), work ethic directly impacts the improvement of employee performance. A low work ethic among employees is a major contributor to declining performance, as evidenced by a lack of initiative, motivation, and commitment in executing assigned tasks. Furthermore, poor work discipline is another critical factor affecting employee performance. Noncompliance with work hour regulations, frequent tardiness, and high absenteeism hinder productivity. Lastly, ineffective workplace communication among employees and between employees and leadership disrupts task execution and coordination, further impairing overall performance. Based on the aforementioned background, this study aims to analyze the influence of work ethic, work discipline, and communication on the work performance of employees in the Tourism Office of the Special Region of Yogyakarta. By understanding the factors contributing to employee performance, this research seeks to provide relevant recommendations for enhancing employee effectiveness in the tourism sector, ultimately supporting the growth of the tourism industry in Yogyakarta.

Research Question

This study seeks to answer: How do work ethic, work discipline, and communication influence employee performance at the Tourism Office of the Special Region of Yogyakarta?

Justification for the Research

This research is essential as employee performance in the tourism sector plays a crucial role in improving service quality and enhancing the competitiveness of Yogyakarta's tourism destinations.

2. RESEARCH METHOD

This study employs a quantitative research approach, as defined by Sugiyono, (2018), which is based on the positivist paradigm. Quantitative data is collected in numerical form and analyzed using statistical methods to derive conclusions. A survey technique was adopted, utilizing a structured questionnaire with a Likert scale to measure respondents' perceptions and attitudes. The primary objective of this research is to test hypotheses concerning the relationships between variables, including work ethic (X1), work discipline (X2), communication (X3), and employee performance (Y). According to Akdon & Hadi (2005), a population consists of all subjects within a specified area that meet the research criteria. The population in this study comprises all employees of the Yogyakarta Regional Tourism Office, totaling 74 individuals, based on internal employment records from 2023. Since the total number of employees is fewer than 100, the study employed a census sampling technique (saturation sampling), meaning 100% of the population (74 respondents) was included. A non-probability sampling method was applied, specifically saturation sampling (census sampling). Sugiyono (2018) defines non-probability sampling as a technique where elements are selected without a known probability of inclusion. Saturation sampling is used when the entire population is studied, particularly when the population size is relatively small (typically under 100). Given that the total number of employees at the Yogyakarta Regional Tourism Office is 74, all members were included as respondents. The primary data source for this study consists of firsthand information obtained directly from respondents. Data was collected using a structured questionnaire, which was distributed to employees of the Yogyakarta Regional Tourism Office. A questionnaire is a data collection technique where a set of written questions is provided to respondents for completion (Sugiyono, 2018). The measurement instrument was based on the Likert scale, which is widely used to assess attitudes, opinions, and perceptions. The scale consists of five response options: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1) (Sugiyono as cited in (Larasati & Gilang, 2016)). The study applied various statistical tests to ensure the validity and reliability of the results. The data analysis includes classical assumption tests, including the normality test (Probability Plot/P-P Plot) to check whether the data follows a normal distribution, the multicollinearity test (Tolerance and Variance Inflation Factor (VIF)) to determine whether there is a high correlation among independent variables, and the heteroskedasticity test (Scatterplot) to assess whether residual variances are constant across observations. For hypothesis testing, the study applied the t-Test (Partial Test) to test the effect of each independent variable on the dependent variable individually, the F-Test (Simultaneous Test) to determine whether the independent variables collectively influence the dependent variable, and the Coefficient of Determination (R^2) to measure the extent to which independent variables explain the variance in the dependent variable. By employing a quantitative approach with statistical analysis, this study ensures rigorous academic standards in evaluating the relationships between work ethic, work discipline, communication, and employee performance. The use of census sampling, structured questionnaires, and robust hypothesis testing methods enhances the reliability and validity of the findings, making the research replicable and methodologically sound.

3. RESULTS AND DISCUSSION

3.1 Research Data

The data in this study were collected by distributing questionnaires to respondents. Prior to distribution, the questionnaire underwent validity and reliability testing to ensure the accuracy and consistency of the research instrument.

3.2 Data quality test

3.2.1 Validity Test

According to Sugiyono, (2017), validity testing is a technique used to measure the extent to which the collected data aligns with the actual data of the research object. A valid instrument is one that accurately measures the intended variable, where each item in the questionnaire must have a positive correlation with the criterion (total score) and exhibit a high correlation level. In validity analysis, the degree of freedom (df) is calculated as $n - 2$, with a significance level of $\alpha = 0.05$ (5%). Subsequently, the calculated r value ($r_{\text{calculated}}$) is compared to the critical r value in the table (r_{table}). If $r_{\text{calculated}} > r_{\text{table}}$, the questionnaire item is considered valid. Therefore, a questionnaire is deemed valid if its statements accurately measure the intended variable. The results of the validity test in this study indicate that all questionnaire items have an $r_{\text{calculated}}$ value greater than the r_{table}

value at $df = 72$, which is 0.2287. Thus, all items in this research instrument are considered valid and suitable for accurately measuring the research data.

3.2.2 Realibility Test

Ghozali (2018), states that an instrument is considered reliable if it can generate data that is credible and accurately represents reality. Reliability serves as a means of assessing a questionnaire, which functions as an indicator of a variable or construct. A questionnaire is regarded as reliable or consistent when an individual's responses to statements remain stable over time. For instruments in the form of multiple-choice questions or Likert scales, a variable is deemed reliable if it produces a Cronbach's Alpha value greater than 0.60 (Arikunto, 2006).

Table 1. Reliability Test Results

Variables	Cronbach's Alpha	Critical value	Descriptions
Work ethic	0.697	0.60	Reliable
Work discipline	0.702	0.60	Reliable
Communication	0.821	0.60	Reliable
Work performance	0.798	0.60	Reliable

Source: Primary Data Processed, 2024

Based on the **Table 1**, demonstrates that all variables in this study are deemed valid. This conclusion is supported by the reliability test results, which indicate that the Cronbach's Alpha coefficient for the four research variables—work ethic, work discipline, work communication, and work performance—exceeds 0.6. Consequently, all these variables can be considered reliable.

3.3 Classic Assumption Test

The classical assumption test is conducted concurrently with regression analysis to ensure the validity of the regression model. A multiple linear regression model can be considered a reliable model if it meets the classical statistical assumptions, which include tests for normality, multicollinearity, and heteroscedasticity.

3.3.1. Normality test

Ghozali (2018), employed the Probability Plot (P-P Plot) normality test in this study. A variable is considered to be normally distributed if the pattern of data points on the plot is dispersed around the diagonal line and follows its direction.

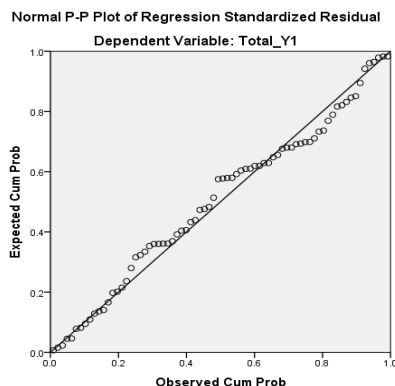


Figure 1. Normality P-plot test

Source: Primary Data Processed, 2024

Based on the **Figure 1**, it can be concluded that the data satisfy the normality assumption.

3.3.2 Multicollinearity Test

According to Ghozali (2018), the purpose of the multicollinearity test is to examine whether there is a correlation between independent variables in the regression model. An ideal regression model should not exhibit correlations among independent variables. Multicollinearity can be detected by analyzing the tolerance value and its counterpart, the Variance Inflation Factor (VIF). If the tolerance value exceeds 0.1 and the VIF value is below 10, multicollinearity is not present.

Table 2. Multicoloniestism Test Coefficients^a

		Collinearity Statistics		
Models		Tolerance	VIF	Results
1	Work ethic	0.353	2.830	Non-multicollinearity
	Work discipline	0.467	2.140	
	Communication	0.365	2.740	

a. Dependent Variable: Work productivity

Source: Primary Data Processed, 2024

3.3.3 Heteroskedasticity Test

According to Ghozali (2018), the heteroskedasticity test aims to determine whether there is an inequality in the variance of residuals in a regression model across different observations. If the residual variance remains constant across observations, the condition is referred to as homoskedasticity. Conversely, if the residual variance differs across observations, it indicates heteroskedasticity. One of the methods for detecting heteroskedasticity is by analyzing the scatter plot between predicted values and their residuals. If a specific pattern emerges, such as a wave-like shape or a pattern that expands and then contracts, this suggests the presence of heteroskedasticity. On the other hand, if no discernible pattern is observed and the points are randomly scattered above and below the value of zero on the Y-axis, it can be concluded that heteroskedasticity is not present in the regression model.

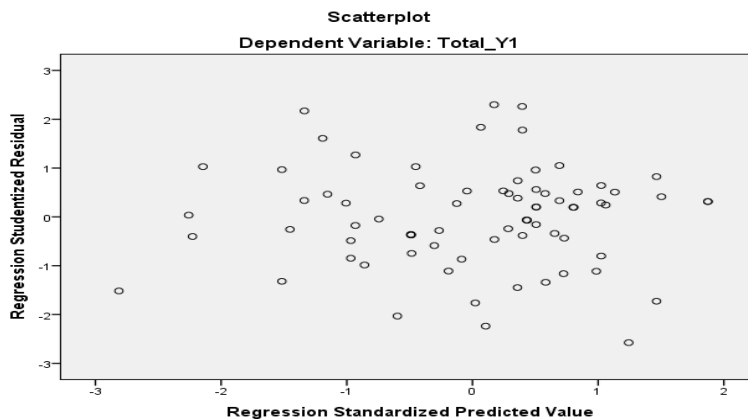


Figure 2. Scatterplot Test

Source: Processed Primary Data, 2024

The scatterplot output does not indicate the presence of heteroskedasticity. This conclusion is based on the observation that the data points in the scatterplot are randomly dispersed and do not form a specific pattern. Consequently, the regression model employed in this study can be considered appropriate, as it is free from heteroskedasticity issues.

Table 3. Results of the Heteroskedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.863	2.765		1.036	.304
	Total_X1	-.043	.102	-.083	-.425	.672
	Total_X2	.151	.100	.259	1.517	.134
	Total_X3	-.105	.089	-.227	-1.172	.245

a. Dependent Variable: Abs_RES

Source: Processed Primary Data, 2024

Based on the **Table 3**, it can be concluded that the results show a significant value for the independent variable of more than 0.05. Therefore, it can be concluded that the regression model does not contain heteroscedasticity problems.

3.4 Hypothesis Test

3.4.1 T-Test

Ghozali (2018) states that the t-test is fundamentally used to determine the extent to which an explanatory or independent variable individually influences the dependent variable. The primary objective of this test is to assess whether each independent variable has a statistically significant effect on the dependent variable.

a. Work Ethic

The results indicate that the work ethic variable (X1) does not significantly influence job performance. The hypothesis test results show that the calculated t-value is lower than the critical t-value, with $t\text{-table} < t\text{-statistic}$ ($0.780 < 1.995$) and a significance level of 0.438 (greater than 0.05). Based on these findings, the first hypothesis (H_1) is rejected, suggesting that work ethic does not have a significant positive effect on job performance.

b. Work Discipline

The results suggest that the work discipline variable (X2) has a significant effect on job performance. The analysis reveals that the t-statistic is greater than the t-table ($t\text{-statistic} = 3.094 > t\text{-table} = 1.995$) with a significance level of 0.03 (less than 0.05). Therefore, the second hypothesis (H_2) is accepted, indicating that work discipline has a significant positive impact on job performance.

c. Communication

The findings indicate that the communication variable (X3) significantly affects job performance. The t-statistic exceeds the t-table ($t\text{-statistic} = 3.444 > t\text{-table} = 1.995$) with a significance level of 0.01. As a result, the third hypothesis (H_3) is accepted, confirming that communication has a significant positive effect on job performance.

3.4.2 F Test

Ghozali, (2016) states that the simultaneous test, or F-test, is used to evaluate the collective influence of independent variables on a dependent variable. In the F-test, if the significance value (sig) is less than 0.05, the hypothesis suggesting a simultaneous effect is accepted. Conversely, if the significance value (sig) exceeds 0.05, the hypothesis must be rejected. The following are the test results obtained from the applied model:

Table 4. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	867.568	3	289.189	36.521	.000 ^b
	Residual	554.283	70	7.918		
	Total	1421.851	73			

a. Dependent Variable: PK

b. Predictors: (Constant), K, DK, EK

Source: Processed Primary Data, 2024

Based on the data presented in **Table 4**, the obtained significance value is 0.00, which is lower than the significance threshold of 0.05. This finding indicates that work ethic, work discipline, and communication have a simultaneous and significant influence on job performance.

3.4.3 Determination Test (R^2)

The coefficient of determination (R^2) essentially measures the extent to which the research model can explain variations in the dependent variable (Ghozali, 2018).

Tabel 5. Determination Test (R²) Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.610	.593	2.814

a. Predictors: (Constant), Total_X3, Total_X2, Total_X1

b. Dependent Variable: Total_Y1

Source: Processed Primary Data, 2024

In **Table 5**, the Adjusted R Square value is recorded at 0.610 or 61%. This value indicates that the independent variables in the research model account for 61% of the variance in the dependent variable. Meanwhile, the remaining 39% (100% - 61%) is influenced by other factors not included in this study.

3.5 Discussion

3.5.1 The Influence of Work Ethic on Work Performance

Based on the research findings, it was determined that work ethic does not have a significant influence on work performance at the Regional Tourism Office of the Special Region of Yogyakarta. This is evidenced by the significance value (sig.) of 0.438, which is greater than 0.05, and a t-value (0.780) that is lower than the critical t-table value (1.995). A previous study conducted by Azka et al. (2022), similarly concluded that work ethic did not significantly impact work performance at PT. Hayati Pratama Mandiri Padang. While a positive correlation between work ethic and work performance was observed, the impact was not statistically significant. These results suggest that work ethic is not a decisive factor in determining work performance at the Regional Tourism Office of Yogyakarta. Other factors, both internal and external, may contribute to work performance. Additionally, factors such as motivation and discipline play a crucial role in enhancing performance, indicating that work performance is not solely influenced by work ethic. Supporting this notion, (Ahmed et al., 2021) emphasized that incorporating spiritual values and Islamic work ethics can enhance organizational performance. Similarly, (Udin et al., 2022) found that Islamic work ethics are positively and significantly associated with affective commitment and employee performance, particularly within Indonesian family businesses. These findings highlight the need for organizations to prioritize ethical and value-based work cultures to optimize performance outcomes.

3.5.2 The Influence of Work Discipline on Work Performance

The research findings indicate that work discipline has a positive influence on work performance at the Regional Tourism Office of Yogyakarta. This is supported by the significance value (sig.) of 0.03, which is less than 0.05, and a t-value of 3.094, which exceeds the critical t-table value of 1.995. These findings align with a prior study by Aziz et al. (2024), which also established that work discipline has a positive and significant impact on work performance. Further reinforcing this argument, (Maryani et al., 2021) demonstrated that work discipline contributes 45.6% to work performance, highlighting the substantial role discipline plays in shaping employee productivity. Additionally, (Amri et al., 2021) found that work discipline, alongside organizational commitment and motivation, significantly influences employee performance, with these variables accounting for 64.6% of the observed variance. These insights underscore the importance of fostering a disciplined work environment to enhance performance outcomes.

3.5.3 The Influence of Communication on Work Performance

The research findings indicate that communication has a positive influence on work performance at the Regional Tourism Office of Yogyakarta. This is demonstrated by the significance value (sig.) of 0.01, which is less than 0.05, and a t-value of 3.444, which is greater than the critical t-table value of 1.955. These findings align with prior research by Mawardi et al., (2024), which similarly concluded that communication significantly and positively impacts work performance. The findings indicate that effective employee communication within the Regional Tourism Office plays a vital role in improving work performance. This is supported by (Musheke & Phiri, 2021), who found that while management style may not directly impact communication effectiveness, the choice of communication channels significantly influences organizational performance. Similarly, (Lane et al., 2024) emphasize the increasing role of social media in organizational settings, highlighting its potential to enhance team communication and collaboration. These findings collectively underscore the necessity of strategically leveraging digital communication tools and fostering strong communication practices to optimize employee

productivity and drive overall organizational success.

3.5.4 The Influence of Work Ethic, Work Discipline, and Communication on Work Performance

The combined influence of work ethic, work discipline, and communication on work performance was analyzed. The findings reveal that work ethic has a significance value of 0.438, which is greater than 0.05, and a t-value of 0.780, which is lower than the critical t-table value of 1.955. This confirms that work ethic does not significantly influence work performance. Meanwhile, work discipline exhibits a significance value of 0.03, which is less than 0.05, and a t-value of 3.094, which is greater than the critical t-table value of 1.955, indicating a positive and significant influence on work performance. Similarly, communication has a significance value of 0.01, which is less than 0.05, and a t-value of 3.444, exceeding the critical t-table value of 1.955, demonstrating a positive and significant impact on work performance.

These findings suggest that while work ethic alone may not significantly impact work performance, work discipline and communication play critical roles in enhancing employee productivity. The results of the F-test further support this conclusion, showing an F-value of 36.521, which is greater than the critical F-table value of 2.50, with a significance value of 0.000 ($p < 0.05$), confirming the joint significance of these factors. Additionally, research by (Amri et al., 2021) highlights that work motivation and discipline collectively contribute 65.6% to employee performance, reinforcing the argument that these factors are integral to organizational success. Similarly, (Maryani et al., 2021) found that work motivation and discipline together have a very strong correlation with employee performance. Furthermore, (Elshaer et al., 2021) demonstrated that green human resource management (GHRM) indirectly influences environmental performance through employee behaviors, illustrating the broader implications of work discipline and motivation in diverse organizational settings. Lastly, (Stryzhak et al., 2021) emphasized that digital transformation significantly impacts human capital in the tourism industry, further stressing the necessity of effective communication in modern work environments. Overall, this study highlights the essential role of work discipline and communication in shaping work performance while acknowledging that work ethic alone does not have a significant direct impact. Future research should explore additional factors that may contribute to employee productivity, particularly in the context of evolving workplace dynamics and technological advancements.

4. CONCLUSION

This study concludes that work discipline and communication have a significant impact on employee performance, while work ethic does not show a direct influence. Work discipline plays a crucial role in enhancing employee performance. Organizations that consistently enforce workplace rules, establish clear standards, and promote accountability tend to achieve higher productivity levels. Therefore, fostering a disciplined work environment should be a priority for improving overall performance. Effective communication also contributes positively to employee performance. Clear and open communication enhances coordination, reduces misunderstandings, and increases efficiency in task execution. To optimize performance, organizations should implement communication strategies that facilitate collaboration and information flow among employees. Although work ethic is positively associated with performance, the findings indicate that its effect is not statistically significant. This suggests that other factors, such as discipline and communication, have a more substantial influence on employee productivity. Overall, this study highlights the importance of strong work discipline and effective communication in improving employee performance. The practical implication of these findings is the need for human resource strategies that emphasize discipline and communication as key drivers of productivity. Future research could explore additional factors affecting employee performance, particularly in the context of technological advancements and evolving workplace dynamics.

REFERENCES

- Affifah, L., & Kirana, K. C. (2021). Pengaruh Disiplin Kerja, Job Description, dan Fasilitas Kerja terhadap Prestasi Kerja Karyawan Pada CV. Sakura Makmur Santoso. *Jurnal EK&BI*, 4(2), 640–648. <https://doi.org/10.37600/ekbi.v4i2.415>
- Ahmed, A., Arshad, M. A., Mahmood, A., & Barkat, W. (2021). The impact of spiritual values on employees loyalty: the moderating role of Islamic work ethic. *International Journal of Ethics and Systems*, 37(3), 341–355. <https://doi.org/10.1108/IJOES-09-2020-0147>
- Akdon, & Hadi, S. (2005). *Aplikasi Statistika dan Metode Penelitian untuk Administrasi & Manajemen*. Dewi Ruchi.
- Amri, A., Ramadhi, R., & Ramdani, Z. (2021). Effect Of Organization Commitment, Work Motivation And Work Discipline On Employee Performance (Study at. PT. PLN (Persero) P3b Sumatera UPT Padang). *International Journal of Educational Management and Innovation*, 2(1), 88. <https://doi.org/10.12928/ijemi.v2i1.3183>

- Arikunto, S. (2006). *Prosedur Penelitian Suatu Pendekatan Praktik*. In *Rineka Cipta* (Revisi VI). Rineka Cipta.
- Aspani, G. C., Sendow, G. M., & Tampenawas, J. L. A. (2022). Pengaruh Lingkungan Organisasi, Etos Kerja dan Hubungan Kerja terhadap Kinerja Karyawan Hotel Sahid Kawanua Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(2), 63–72. <https://doi.org/10.35794/emba.v10i2.39394>
- Aziz, A., Meri, Nuraini, N., & Supriyadi. (2024). The Influence of Work Discipline and Work Environment on the Work Performance of Inpatient Nurses at Bhayangkara Hospital, Pontianak. *International Journal of Business, Law, and Education*, 5(1), 1486–1493. <https://doi.org/10.56442/ijble.v5i1.630>
- Azka, B. P., Candana, D. M., & Purwasih, R. (2022). Pengaruh Etos Kerja dan Disiplin Kerja terhadap Prestasi Kerja Dengan Kepuasan Kerja sebagai Variabel Intervening Pada PT. Hayati Pratama Mandiri Padang. *Journal of Science Education and Management Business*, 1(2), 112–115. <https://doi.org/10.62357/joseamb.v1i2.62>
- Cendana, D. M. (2021). Determinasi Prestasi Kerja dan Kepuasan Kerja: Etos Kerja dan Disiplin Kerja (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ilmu Manajemen Terapan (JIMT)*, 2(4), 544–561. <https://doi.org/10.31933/jimt.v2i4>
- Damare, O., Prayekti, & Septyarini, E. (2023). Pengaruh Etos Kerja, Iklim Kerja dan Motivasi Kerja Terhadap Prestasi Kerja Karyawan Warung Padang Upik Yogyakarta. *Jurnal Ilmiah Universitas Batanghari Jambi*, 23(3), 3252–3257. <https://doi.org/10.33087/jiubj.v23i3.3670>
- Elshaer, I. A., Sobaih, A. E. E., Aliedan, M., & Azzaz, A. M. S. (2021). The effect of green human resource management on environmental performance in small tourism enterprises: Mediating role of pro-environmental behaviors. *Sustainability (Switzerland)*, 13(4), 1–17. <https://doi.org/10.3390/su13041956>
- Fauji, M. (2018). Pengaruh etos kerja terhadap produktivitas karyawan pada PT. Multi Harapan Utama. *Jurnal Ilmu Manajemen Sosial Humaniora*.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23* (8th ed.). Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25* (9th ed.). Badan Penerbit Universitas Diponegoro.
- Kadarisman, D., & Haidah, I. N. (2022). Influence Competence, Work Discipline, and Internal Communication on the Performance of the Employees of the Kuningan Regency Regional Secretariat. *International Journal of Management, Economic, Business and Accounting (IJMEBA)*, 1(3), 13–29. <https://doi.org/10.58468/ijmeba.v1i3.32>
- Lane, J. N., Leonardi, P. M., Contractor, N. S., & DeChurch, L. A. (2024). Teams in the Digital Workplace: Technology's Role for Communication, Collaboration, and Performance. In *Small Group Research* (Vol. 55, Issue 1). <https://doi.org/10.1177/10464964231200015>
- Larasati, S., & Gilang, A. (2016). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan Wilayah Telkom Jabar Barat Utara (Witel Bekasi). *Jurnal Manajemen Dan Organisasi*, 5(3), 200–213. <https://doi.org/10.29244/jmo.v5i3.12167>
- Makkira, Syakir, M., Kurniawan, S., Sani, A., & Ngando, A. M. (2022). Pengaruh Stres Kerja, Komunikasi Kerja dan Kepuasan Kerja terhadap Prestasi Kerja Karyawan pada PT. Prima Karya Manunggal Kabupaten Pangkep. *Amkop Management Accounting Review (AMAR)*, 2(1), 20–27. <https://doi.org/10.37531/amar.v2i1.141>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1–16. <https://ijosmas.org/index.php/ijosmas/article/view/14>
- Mawardi, R., Krisnandi, H., & Digdowiseiso, K. (2024). The Influence of Communication, Work Motivation and Work Discipline on Employee Performance. *International Journal Of Social Service and Reserch*, 4(1), 224–235. <https://doi.org/10.61552/jsi.2024.02.001>
- Mukhlis, Adam, M., & Djalil, M. A. (2020). The Effect of Work Discipline, Work Ethic and Work Environment on Work Motivation and Its Impact on Employee Performance of Aceh Education Office Province of Aceh, Indonesia. *International Journal of Social Science and Economic Research*, 05(03), 687–700. <https://doi.org/10.46609/ijsser.2020.v05i03.007>

- Musheke, M. M., & Phiri, J. (2021). The Effects of Effective Communication on Organizational Performance Based on the Systems Theory. *Open Journal of Business and Management*, 09(02), 659–671. <https://doi.org/10.4236/ojbm.2021.92034>
- Putri, V. D., Zulfadil, & Aulia, A. F. (2023). Pengaruh Kepemimpinan dan Etos Kerja terhadap Prestasi Kerja Pegawai Melalui Komitmen Organisasi pada Kantor Dinas Pertanian dan Perikanan Kabupaten Indragiri Hulu. *Jurnal Sosial Humaniora Terapan*, 5(1), 57–79. <https://doi.org/10.7454/jsht.v5i1.1016>
- Silalahi, F. A., Wibowo, E. A., & Hasibuan, R. (2021). Pengaruh Komunikasi, Disiplin Kerja, Etos Kerja, dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan PT. Esun Internasional Utama Indonesia Batam. *EQUILIBIRIA: Jurnal Fakultas Ekonomi*, 8(2), 118–128. <https://doi.org/10.33373/jeq.v8i2.3818>
- Stryzhak, O., Akhmedova, O., Leonenko, N., Lopatchenko, I., & Hrabar, N. (2021). Transformation of human capital strategies in the tourism industry under the influence of economy 4.0. *Problems and Perspectives in Management*, 19(2), 145–156. [https://doi.org/10.21511/ppm.19\(2\).2021.12](https://doi.org/10.21511/ppm.19(2).2021.12)
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif*. In CV. Alfabeta.
- Udin, U., Dananjoyo, R., Shaikh, M., & Vio Linarta, D. (2022). Islamic Work Ethics, Affective Commitment, and Employee's Performance in Family Business: Testing Their Relationships. *SAGE Open*, 12(1). <https://doi.org/10.1177/21582440221085263>
- Utama, E. W. P., & Wadud, M. (2024). The Influence of Work Environment, Discipline and Work Ethic on Employee Performance(Case study: PTJaya Masawan Putra Sejahtera). *International Journal of Scientific Research and Management (IJSRM)*, 12(02), 5939–5952. <https://doi.org/10.18535/ijssrm/v12i02.em11>