

Analysis of Work Ethic, Work Discipline, and Work Motivation on Employee Work Productivity at PT Belawan New Container Terminal

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Abstract

This study aimed to analyze the effect of work ethic, work discipline, and work motivation on employee work productivity at PT Belawan New Container Terminal. This study used a quantitative approach with an associative research design. The population in this study consisted of all permanent employees of PT Belawan New Container Terminal, totaling 210 employees. The sample size was determined using the Slovin formula with an error rate of 10 percent, resulting in 68 respondents. The sampling technique used was purposive sampling, with the criteria that respondents were permanent employees, had worked for at least one year, and did not hold managerial positions. Primary data were obtained through the distribution of closed questionnaires using a Likert scale. The data analysis technique was conducted using multiple linear regression with the assistance of SPSS. The results showed that work ethic had a positive and significant effect on work productivity, with a regression coefficient of 0.426 and a significance value of 0.001. Work discipline also had a positive and significant effect, with a regression coefficient of 0.400 and a significance value of 0.001. Work motivation had a positive and significant effect, with a regression coefficient of 0.314 and a significance value of 0.004. Simultaneously, work ethic, work discipline, and work motivation had a significant effect on work productivity, with an Fcount value of 210.015 and a significance value of 0.000. The Adjusted R Square value of 0.903 indicated that 90.3 percent of the variation in work productivity could be explained by the three variables. Work ethic was the most dominant variable affecting employee work productivity.

Keywords: Work Ethic, Work Discipline, Work Motivation, Work Productivity.

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Introduction

Employee work productivity is one of the important aspects in supporting the success of port service companies, particularly container terminals that require speed, accuracy, safety, and high work coordination [1]. PT Belawan New Container Terminal, as a company engaged in container terminal management, has a strategic role in supporting the smooth flow of logistics, loading and unloading activities, and goods distribution in North Sumatra and its surrounding areas [2]. In these operational activities, the quality of human resources becomes an important factor because each work process requires accuracy, discipline, responsibility, and strong motivation so that services can be carried out effectively and efficiently [1].

Employee work productivity at PT Belawan New Container Terminal needs attention because it is directly related to the achievement of the company's operational targets [1]. Work productivity data from 2021 to 2024 showed a tendency toward declining productivity. Output productivity per employee decreased from 31.0 units in 2021 to 24.6 units in 2024. The productivity percentage also decreased from 25.8 percent to 20.5 percent during the same period. This condition indicates that the increase in the number of employees has not been fully followed by a proportional increase in output.

The results of a preliminary survey conducted among 20 employees also strengthened this phenomenon. A total of 60 percent of respondents stated that task completion according to operational standards had not been fully optimal, 65 percent considered that work result improvement had not been maximized, 70 percent stated that work ability development still needed improvement, 60 percent considered that work quality had not fully met expectations, and 65 percent stated that the use of work time and resources had not been efficient.

One factor assumed to be related to work productivity is work ethic [3]. Work ethic reflects employees' attitudes, enthusiasm, awareness, compliance, and loyalty in carrying out their duties [4]. Employees with a good work ethic tend to have the drive to work responsibly, maintain the quality of work results, and contribute to the achievement of organizational goals [5].

The preliminary survey results showed that employee work ethic still needed to be strengthened. A total of 70 percent of respondents considered that work enthusiasm had not been optimal, 60 percent stated that compliance with work rules and norms had not been fully consistent, 70 percent considered that awareness of duties and responsibilities still needed improvement, and 65 percent stated that employee loyalty in contributing to the company had not been fully strong. This condition indicates that work ethic has an important relationship with productivity achievement because low enthusiasm, awareness, and loyalty can affect the quality and effectiveness of work implementation.

Work discipline is also an important factor that can affect work productivity [6]. Work discipline is reflected in compliance with working hours, adherence to procedures, alertness at work, and the application of work ethics [7]. In a container terminal work environment, work discipline is highly necessary because small procedural errors, delays, or a lack of alertness can disrupt operational smoothness.

Company data showed that in 2023 there were an average of 12.33 absence cases and 88.25 lateness cases per month. In 2024, these figures increased to an average of 18.83 absence cases and 109.83 lateness cases per month. The preliminary survey results also showed that 55 percent of respondents considered that punctuality in arriving at and leaving work had not been optimal, 75 percent stated that compliance with company rules and work standards had not been fully consistent, 65 percent considered that work alertness still needed improvement, and 65 percent stated that work ethics had not been applied evenly.

Work motivation is also a variable that plays a role in encouraging employee productivity [8]. Strong motivation can increase employees' willingness to work better, achieve targets, and develop their work abilities [9].

The preliminary survey results showed that 65 percent of respondents considered that employees' work drive to achieve optimal results still needed improvement. A total of 65 percent of respondents also stated that employees' belief in the relationship between work effort, performance appraisal, and rewards had not been fully strong, while 55 percent considered that the incentives received had not been fully proportional to work performance and responsibilities.

Based on the description above, this study is important to obtain an empirical overview of the factors that affect employee work productivity at PT Belawan New Container Terminal. The research problem in this study is whether work ethic, work discipline, and work motivation have partial and simultaneous effects on employee work productivity. The purpose of this study is to analyze the effects of work ethic, work discipline, and work motivation on employee work productivity at PT Belawan New Container Terminal, both partially and simultaneously.

Research Methodology

This study used a quantitative approach with an associative research design. The quantitative approach was used because this study focused on measuring relationships among variables through numerical data obtained from respondents [10]. The associative research design was used to analyze the effects of work ethic, work discipline, and work motivation on employee work productivity. This study was conducted at PT Belawan New Container Terminal, located on Jalan Raya Pelabuhan Gabion, Medan City, North Sumatra.

The population in this study consisted of all permanent employees of PT Belawan New Container Terminal, totaling 210 employees. The sample size was determined using the Slovin formula with an error rate of 10 percent, resulting in a sample of 68 respondents [11]. The sampling technique used was purposive sampling, namely a sampling technique based on certain criteria [12]. The respondent criteria in this study included employees who had permanent employee status, had worked for at least one year, and did not hold managerial positions. The use of these criteria aimed to ensure that the respondents involved had sufficient work experience and understood the working conditions in the company [11].

The data used in this study consisted of primary data obtained directly from respondents through the distribution of closed questionnaires. The research instrument was developed based on the indicators of each variable [13]. Work productivity as the dependent variable was measured through indicators of ability, result improvement, self development, quality, and efficiency [7]. Work ethic was measured through indicators of work enthusiasm, compliance, awareness, and loyalty [4]. Work discipline was measured through indicators of attendance, obedience, alertness, and ethics [7]. Meanwhile, work motivation was measured through indicators of motives, expectations, and incentives [9].

Respondents' answers were measured using a Likert scale with five response options, namely strongly agree, agree, neutral, disagree, and strongly disagree, with scores ranging from 5 to 1 [14]. Before the data were analyzed, the research instrument was tested through validity and reliability tests to ensure that each statement item was appropriate for use as a measurement tool [15]. The validity test was conducted by examining item correlation values, while the reliability test was conducted using Cronbach's Alpha [16].

The data analysis technique used in this study was multiple linear regression analysis with the assistance of SPSS. Before the regression test was conducted, the data were first tested

through classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests [17]. The multiple linear regression model was used to determine the effects of work ethic, work discipline, and work motivation on employee work productivity, both partially and simultaneously [18]. Hypothesis testing was conducted using the t test to determine the effect of each independent variable on the dependent variable, the F test to determine the effect of the independent variables jointly, and the coefficient of determination to determine the ability of the independent variables to explain variations in work productivity [19].

Results

Overview of Respondent Characteristics

Based on the results of questionnaire distribution to 68 respondents, the majority of respondents were male, totaling 39 people or 57.4 percent. In terms of age, most respondents were in the age range of 41 to 45 years, totaling 18 people or 26.5 percent. Respondents' education was dominated by bachelor's degree graduates, totaling 39 people or 57.4 percent. The largest group in terms of length of service was in the range of 6 to 10 years, totaling 16 people or 23.5 percent. In addition, the majority of respondents were married, totaling 61 people or 89.7 percent. These findings indicate that the respondents were dominated by employees who were in a mature productive age, had higher education, possessed adequate work experience, and were relatively socially stable, so they were considered capable of providing objective responses to the research variables.

Analysis of Respondents' Answers on the Work Ethic Variable (X₁)

The distribution of respondents' answers on the work ethic variable showed a positive tendency. In the work enthusiasm indicator, the majority of respondents stated agree and strongly agree, ranging from 83.8 percent to 89.7 percent. The compliance indicator was also relatively strong, with agreement levels ranging from 86.7 percent to 88.2 percent. In the awareness indicator, agreement ranged from 76.4 percent to 88.2 percent, although 16.2 percent of respondents remained neutral on the statement related to maintaining the company. The loyalty indicator showed an agreement level of 88.3 percent. Based on these results, it can be concluded that employee work ethic was in the good category, particularly in the aspects of enthusiasm, compliance, responsibility awareness, and loyalty to the company.

Analysis of Respondents' Answers on the Work Discipline Variable (X₂)

The distribution of respondents' answers on the work discipline variable showed a positive tendency. In the attendance indicator, the majority of respondents stated agree and strongly agree, ranging from 80.8 percent to 86.8 percent, indicating that attendance and lateness were relatively controlled. The obedience indicator obtained agreement levels ranging from 76.5 percent to 86.8 percent, although compliance with social norms still needed to be strengthened. The alertness indicator showed agreement levels from 80.9 percent to 89.7 percent, indicating that work concentration was quite good. The ethics indicator obtained agreement levels from 85.3 percent to 86.8 percent. Based on these results, it can be concluded that employee work discipline was classified as good and supported work orderliness.

Analysis of Respondents' Answers on the Work Motivation Variable (X₃)

The distribution of respondents' answers on the work motivation variable showed a positive tendency. In the motive indicator, the majority of respondents stated agree and strongly agree, ranging from 80.9 percent to 89.8 percent, indicating good work drive and career orientation. The expectation indicator obtained agreement levels ranging from 75.0 percent to 91.2 percent, although belief in future work prospects was relatively lower. The incentive

indicator was also strong, with agreement levels ranging from 86.7 percent to 88.2 percent. Based on these results, it can be concluded that employee work motivation was classified as good and played an important role as a driving force in improving work productivity.

Analysis of Respondents' Answers on the Work Productivity Variable (Y)

The distribution of respondents' answers on the work productivity variable showed a positive tendency. In the ability indicator, respondents' agreement reached 85.3 percent to 89.7 percent, indicating that employees had adequate work knowledge and skills. The result improvement indicator obtained agreement levels of 86.8 percent to 88.3 percent, reflecting a drive to improve work achievement. The self development indicator ranged from 79.4 percent to 91.1 percent, although the training aspect still needed to be strengthened. The quality and efficiency indicators were also high, ranging from 86.7 percent to 89.7 percent. Based on these results, it can be concluded that employee work productivity was classified as good and was reflected in strong ability, work quality, and work efficiency.

Data Quality Testing (Validity and Reliability)

Table 1. Results of Validity and Reliability Tests

Variable	Items	Range Corrected Item Total Correlation	Validity Criteria	Cronbach's Alpha	Reliability Criteria	Keterangan
Work Ethic (X1)	8	0,602 to 0,789	> 0,30	0,905	> 0,70	Valid dan reliabel
Work Discipline (X2)	8	0,483 to 0,822	> 0,30	0,882	> 0,70	Valid dan reliabel
Work Motivation (X3)	9	0,559 to 0,829	> 0,30	0,917	> 0,70	Valid dan reliabel
Work Productivity (Y)	10	0,507 to 0,875	> 0,30	0,922	> 0,70	Valid dan reliabel

Based on the results of the validity test, all statement items in the variables of Work Ethic, Work Discipline, Work Motivation, and Work Productivity had Corrected Item Total Correlation values, or *r* count values, greater than 0.30. This means that all statement items were declared valid and appropriate to be used as research instruments [20].

Based on the results of the reliability test, the Cronbach's Alpha values for all variables were above 0.70, namely 0.905, 0.882, 0.917, and 0.922. These results indicated that the research instrument had a very good level of internal consistency, so the data were appropriate for further analysis [21].

Classical Assumption Tests, Normality, Multicollinearity, and Heteroscedasticity

Table 2. Normality Test Using Kolmogorov Smirno

	One-Sample Kolmogorov-Smirnov Test		Conclusion
	Unstandardized Residual	Significant Condition	
N	68		
Test Statistic	0,062	Sig > 0,05	The data has been normally distributed
Asymp. Sig. (2-tailed)	0,200 ^{a,d}		

The results of the normality test using Kolmogorov Smirnov showed a significance value of 0.200. This value was greater than 0.05, so the research data were declared to be normally distributed. This means that the residuals in the regression model had fulfilled the normality requirement and were appropriate for further analysis [20].

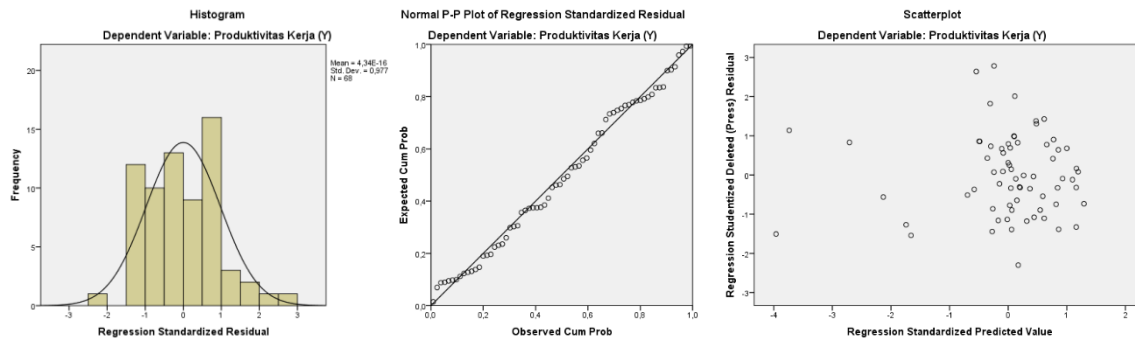


Figure 1. Histogram, P P Plot, and Scatterplot Graphs

The histogram graph showed that the residual distribution formed a bell shaped pattern and was relatively symmetrical around the value of zero. This indicated that the regression residuals tended to be normally distributed, so the normality assumption could be fulfilled [22].

The Normal P P Plot graph showed that the residual points were distributed along and around the diagonal line. This pattern indicated that the residual distribution approached a normal distribution, so the regression model was appropriate for further analysis [23].

The scatterplot graph showed that the residual points were randomly distributed above and below the zero line without forming a specific pattern. This indicated that there was no indication of heteroscedasticity in the regression model [11].

Table 3. Results of the Multicollinearity Test

<i>Coefficients^a</i>					
Model	<i>Collinearity Statistics</i>				Conclusion
	<i>Tolerance</i>	Tolerance Condition	<i>VIF</i>	VIF Condition	
1 (Constant)					
Work Ethic (X ₁)	0,151	Tolerance > 0,10	6,608	VIF < 10	No Multicollinearity
Work Discipline (X ₂)	0,151	Tolerance > 0,10	6,617	VIF < 10	
Work Motivation (X ₃)	0,146	Tolerance > 0,10	6,871	VIF < 10	
a. <i>Dependent Variable: Work Productivity (Y)</i>					

a. Dependent Variable: Work Productivity (Y)

The results of the multicollinearity test showed that all independent variables had tolerance values above 0.10 and VIF values below 10. Work Ethic had a tolerance value of 0.151 and a VIF value of 6.608, Work Discipline had a tolerance value of 0.151 and a VIF value of 6.617, while Work Motivation had a tolerance value of 0.146 and a VIF value of 6.871. Thus, the regression model did not show symptoms of multicollinearity [13].

Table 4. Results of the Heteroscedasticity Test Using the Glejser Test

Model	Coefficients ^a		Conclusion
	Sig.	Significant Condition	
1 (Constant)	0,001		There are no symptoms of heteroscedasticity
Work Ethic (X ₁)	0,810	Sig. > 0,05	
Work Discipline (X ₂)	0,954	Sig. > 0,05	
Work Motivation (X ₃)	0,338	Sig. > 0,05	

a. Dependent Variable: Absolute_Residual

The results of the Glejser test showed that the significance values of all independent variables were greater than 0.05, namely 0.810 for Work Ethic, 0.954 for Work Discipline, and 0.338 for Work Motivation. This means that there was no significant effect of the independent variables on the absolute residuals, so the regression model was declared free from heteroscedasticity symptoms [20].

Table 5. Multiple Linear Regression Analysis and t Test, Partial Test

Model	Coefficients ^a			t _{count}	t _{table}	Sig.	Significant Condition	Conclusion Influence
	Unstandardized Coefficients	Standardized Coefficients						
	B	Std. Error	Beta					
1 (Constant)	3,283	1,578		2,080		0,042		
Work Ethic (X ₁)	0,426	0,117	0,357	3,656	1,998	0,001	Sig < 0,05	Positive & Significant
Work Discipline (X ₂)	0,400	0,118	0,330	3,379	1,998	0,001	Sig < 0,05	Positive & Significant
Work Motivation (X ₃)	0,314	0,104	0,300	3,015	1,998	0,004	Sig < 0,05	Positive & Significant
a. Dependent Variable: Work Productivity (Y)								

a. *Dependent Variable: Work Productivity (Y)*

Multiple Linear Regression Analysis

Based on the results of multiple linear regression analysis, the following regression equation was obtained [24]:

$$Y = 3.283 + 0.426X_1 + 0.400X_2 + 0.314X_3 + e$$

The equation showed that the constant value of 3.283 meant that if Work Ethic, Work Discipline, and Work Motivation were in a fixed condition or did not change, Work Productivity would have a basic value of 3.283 [25].

The regression coefficient of Work Ethic was 0.426, which means that it had a positive effect. This showed that every increase in Work Ethic would increase Work Productivity by 0.426 units, assuming that other variables remained constant [26]. This positive direction occurred because a strong work ethic encouraged enthusiasm, compliance, awareness of responsibility, and employee loyalty in working [27].

The regression coefficient of Work Discipline was 0.400, which means that it had a positive effect. This showed that the better the work discipline, the higher the employee work productivity [28]. This occurred because discipline helped maintain punctuality, procedural compliance, alertness, and work ethics [29].

The regression coefficient of Work Motivation was 0.314, which means that it had a positive effect. This indicated that increased motivation would encourage productivity through work motives, expectations, and incentives [30][31].

The most dominant variable affecting work productivity was Work Ethic because it had the largest regression coefficient, namely 0.426, and the highest Beta value, namely 0.357 [32].

Partial t Test Analysis

The t table value was obtained from the degree of freedom, $df = n$ minus k minus 1, namely 68 minus 3 minus 1 = 64, with a significance level of 0.05, so the t table value obtained was 1.998 [12].

The results of the t test showed that Work Ethic had a t count value of 3.656 > 1.998 with a Sig. value of 0.001 < 0.05, Work Discipline had a t count value of 3.379 > 1.998 with a Sig. value of 0.001 < 0.05, and Work Motivation had a t count value of 3.015 > 1.998 with a Sig. value of 0.004 < 0.05.

These results indicated that the three independent variables had positive and significant effects on work productivity. This means that changes in work ethic, work discipline, and work

motivation had a statistically significant effect on increasing employee work productivity [3][33][34].

Table 6. Results of the F Test, Simultaneous Test, and Determination Test

<i>Model</i>	<i>df</i>	ANOVA ^a				<i>Conclusion</i>	Model Summary ^b	
		<i>F_{count}</i>	<i>F_{table}</i>	<i>Sig</i>	<i>Significant Condition</i>		<i>R</i>	<i>Adjusted R Square</i>
1 Regression	3							
Residual	64	210,015	2,748	0,000 ^b	Sig. < 0,05	Significant	0,953 ^a	0,903
Total	67							

a. *Dependent Variable:* Work Productivity (Y)
b. *Predictors:* (Constant), Work Ethic (X₁), Work Discipline (X₂), Work Motivation (X₃)

Simultaneous F Test Analysis

The F table value was obtained from df1 = 3 and df2 = 64 at a significance level of 0.05, so the F table value obtained was 2.748 [13].

The results of the F test showed that F count 210.015 > F table 2.748 with a Sig. value of 0.000 < 0.05, which proved that work ethic, work discipline, and work motivation simultaneously had a significant effect on work productivity [35].

Determination Test Analysis

The R value of 0.953 indicated that the relationship between Work Ethic, Work Discipline, and Work Motivation with Work Productivity was in the very strong category [36]. The Adjusted R Square value of 0.903 meant that 90.3 percent of the variation in Work Productivity could be explained by the three independent variables, while the remaining 9.7 percent was explained by other factors outside this study [35].

Discussion

The Effect of Work Ethic (X₁) on Work Productivity (Y)

The results of multiple linear regression analysis and the t test showed that work ethic had a positive and significant effect on employee work productivity at PT Belawan New Container Terminal. This means that the better the work ethic possessed by employees, the higher the tendency of work productivity that could be achieved [5]. This effect could occur because container terminal operations require speed, accuracy, coordination, and a high level of work responsibility [26].

The work enthusiasm indicator played an important role because employees with strong work enthusiasm tended to be better prepared to face operational demands, such as loading and unloading services, container flow arrangement, and task completion based on time targets. Enthusiasm made employees work not only to fulfill obligations, but also to provide faster and better work results [27].

The compliance indicator was also closely related to productivity. In a container terminal company, work procedures serve as the main guideline for maintaining operational smoothness, safety, and order. Employees who comply with procedures and work instructions are more capable of reducing errors, minimizing work obstacles, and maintaining consistency in work results [32].

The indicators of awareness and loyalty strengthened the effect of work ethic on productivity. Awareness of duties made employees understand that every task had an impact on the terminal service flow. Loyalty encouraged employees to maintain the company's

reputation, work responsibly, and support the achievement of organizational goals in the long term [3].

The company has also supported productivity improvement through the strengthening of operational standards, the use of modern work systems, and the implementation of professionalism, integrity, and synergy values in work practices. Based on this explanation, work ethic became an important factor because it shaped work behavior that was enthusiastic, compliant, aware of responsibility, and loyal, so employee productivity could increase more optimally.

Sutrisno stated that work ethic is one of the factors that affect work productivity [7]. This result is also consistent with previous studies which concluded that work ethic partially had a positive and significant effect on employee work productivity [3][5][26][27][32].

The Effect of Work Discipline (X2) on Work Productivity (Y)

The results of multiple linear regression analysis and the t test showed that work discipline had a positive and significant effect on employee work productivity at PT Belawan New Container Terminal. This effect showed that the better the employees' discipline, the higher the work productivity that could be achieved in container terminal operational activities [37].

The attendance indicator played an important role because punctual attendance and low lateness helped maintain the smooth flow of work [6]. In a container terminal company, work is interdependent among units, so punctual employee attendance supports team readiness, task distribution, and task completion according to the operational schedule.

The indicator of obedience to regulations also had a strong relationship with productivity [33]. Employees who complied with procedures, work instructions, and company norms would work in a more directed, safe, and consistent manner [29]. This compliance helped reduce work errors, accelerate service processes, and maintain the operational standards required in loading and unloading activities.

The indicators of alertness and ethics strengthened the contribution of work discipline to productivity. Alertness made employees more careful in using equipment, observing field conditions, and avoiding technical errors [28]. Good work ethics created orderly communication, harmonious work relationships, and more effective coordination among divisions [37].

The company has supported productivity improvement through the implementation of operational standards, the strengthening of occupational health and safety aspects, the use of modern work systems, and the development of employee competence through training. These efforts encouraged employees to work in a more orderly, compliant, alert, and professional manner, so work discipline became an important factor in improving productivity.

Sutrisno explained that one of the factors affecting employee work productivity is work discipline [7]. This result is also consistent with previous studies which concluded that work discipline partially had a positive and significant effect on employee work productivity [6][28][29][33][37].

The Effect of Work Motivation (X3) on Work Productivity (Y)

The results of multiple linear regression analysis and the t test showed that work motivation had a positive and significant effect on employee work productivity at PT Belawan New Container Terminal. This finding showed that the higher the employees' work motivation, the greater their tendency to work more actively, directionally, and productively in supporting container terminal operations [38].

This effect could occur because work at PT Belawan New Container Terminal required punctuality, service speed, coordination among units, and the ability to adapt to modern work systems. Employees with strong work motives tended to view work as a means of career development, experience improvement, and work achievement [8].

The motive indicator was related to employees' internal drive to continue working and achieve satisfying results [34]. This drive could make employees more enthusiastic in completing loading and unloading tasks, administration, field supervision, and customer service, so work results became more optimal.

The expectation indicator played a role through employees' belief that good work effort would produce better career prospects, performance appraisal, and income [30]. When employees believed that performance was rewarded appropriately, they would be more encouraged to improve work quality, accuracy, and speed [31].

The company has supported productivity improvement through terminal modernization, the implementation of work technology, the strengthening of work safety, and competence development through training. In addition, the values of professionalism, competence, adaptability, and collaboration became the basis for forming work motivation that encouraged employees to contribute better to company productivity.

Sutrisno stated that work motivation is a factor that affects employee work productivity [7]. This result is also consistent with previous studies which concluded that work motivation partially had a positive and significant effect on employee work productivity [8][30][31][34][38].

The Simultaneous Effect of the Three Independent Variables (X1, X2, X3) on Work Productivity (Y)

The results of multiple linear regression analysis and the F test showed that work ethic, work discipline, and work motivation simultaneously had a positive and significant effect on employee work productivity at PT Belawan New Container Terminal. This finding showed that productivity was not only formed by technical ability, but also by work attitude, behavioral orderliness, and employees' internal drive in carrying out their duties [24].

This simultaneous effect could occur because container terminal activities have a work character that is interconnected among divisions. Activities such as loading and unloading, yard arrangement, vessel service, container flow control, and operational administration require employees who are enthusiastic, compliant with procedures, punctual, alert, and have strong work motivation.

Work ethic played a role in forming employees' seriousness in working responsibly, maintaining the company's reputation, and completing work optimally [25]. Work discipline ensured that all processes ran in an orderly manner through compliance with attendance, regulations, alertness, and work ethics [35]. Work motivation encouraged employees to pursue career development, work expectations, and better incentive achievements [36].

The integration of these three variables could improve ability, result improvement, self development, quality, and work efficiency [38]. Employees who had a good work ethic, strong discipline, and high motivation tended to be more capable of completing tasks on time, reducing errors, utilizing work facilities, and maintaining the quality of work results [36].

The company has carried out various efforts to support productivity improvement, including terminal modernization, service capacity development, the implementation of work technology, the strengthening of occupational health and safety standards, and employee training. These efforts showed that the company sought to build a work system that was more efficient, safe, and measurable.

The work situation at PT Belawan New Container Terminal required employees to be ready to face a fast operational rhythm, strict service standards, and the need for coordination across units. Through the strengthening of professionalism, integrity, competence, loyalty, adaptability, and collaboration values, the company formed a work environment that supported sustainable productivity.

Work ethic had the greatest effect because it served as the foundation for shaping employee work behavior before discipline and motivation were manifested in action [6]. Employees who had high enthusiasm, compliance, awareness, and loyalty would find it easier to maintain discipline and sustain motivation [37]. In container terminal operations, a strong work attitude made employees more responsible, careful, and consistent in achieving productivity.

Sutrisno explained that there are many factors that affect employee work productivity, including education, motivation, work discipline, skills, work ethic, responsibility toward work, work commitment, nutrition and health, income level, work environment and work climate, technology, production facilities, social security, management, and achievement opportunities [7]. The results of this study are also in line with previous studies which proved that work ethic, work discipline, and work motivation simultaneously had a positive and significant effect on employee work productivity [24][25][35][36][38].

Conclusion

The results of the study showed that work ethic, work discipline, and work motivation had positive and significant effects on employee work productivity at PT Belawan New Container Terminal, both partially and simultaneously. Work ethic became the most dominant variable because it had the largest regression coefficient and beta value. This finding showed that employee work productivity was strongly influenced by enthusiastic work attitudes, compliance with rules, awareness of responsibility, loyalty, discipline, and strong work motivation.

PT Belawan New Container Terminal is advised to continue strengthening employee work ethic through the internalization of professionalism, responsibility, loyalty, and awareness of each employee's work role. The company also needs to improve discipline through attendance supervision, procedural compliance, implementation of safety standards, and consistent development of work ethics. In addition, work motivation can be improved through a performance based reward system, clear career paths, continuous training, and objective feedback. These efforts are expected to encourage more optimal, efficient, and sustainable work productivity.

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