

The Influence of Transformational Leadership on Work Ethic among Employees at the Padang Bulan Selayang II Subdistrict Office, Medan

Novia Zahra S, Kiki Farida Ferine

Abstract

This study aims to analyze the influence of Transformational Leadership on Work Ethic among employees at the Padang Bulan Selayang II Subdistrict Office, Medan. The study employed a quantitative explanatory research design using a saturated sampling technique, involving the entire population of 70 employees as respondents. Data were collected through structured questionnaires and analyzed using SPSS 25.0, including validity and reliability tests, descriptive statistics, simple linear regression analysis, the coefficient of determination (R^2), and t-tests. Instrument testing confirmed that all questionnaire items were valid, while reliability testing showed Cronbach's Alpha values of 0.89 for Transformational Leadership and 0.85 for Work Ethic, both exceeding the minimum threshold of 0.60, indicating strong internal consistency. The regression analysis produced the equation $Y = 0.842 + 0.781X$, demonstrating that Transformational Leadership has a positive and significant effect on Work Ethic ($B = 0.781$, $t = 9.182$, $p = 0.000$). The coefficient of determination ($R^2 = 0.540$) indicated that 54.0% of the variance in Work Ethic was explained by Transformational Leadership. In conclusion, the findings confirm that Transformational Leadership has a significant and positive influence on employees' Work Ethic. These results highlight the crucial role of effective leadership in shaping employees' attitudes, discipline, and commitment to their work. Strengthening transformational leadership practices can therefore serve as a strategic approach to enhancing organizational effectiveness in the public sector.

Keywords: *Transformational Leadership, Work Ethic, Public Sector Organization*

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2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

Government institutions at the subdistrict level serve as the frontline in delivering public services to the community. The quality of services provided reflects the professionalism and dedication of employees as public servants. At the Padang Bulan Selayang II Subdistrict Office in Medan, increasing public demands for fast, transparent, and accountable services require employees to demonstrate strong commitment and responsibility in carrying out their duties. Therefore, strengthening employees' work ethic becomes a crucial aspect of improving public service quality. Work ethic represents employees' attitudes, values, discipline, and commitment toward their responsibilities. Employees with a strong work ethic tend to show higher levels of responsibility, punctuality, integrity, and dedication in performing their tasks [1]. In public sector organizations, work ethic plays a fundamental role in ensuring that administrative services are delivered effectively and consistently. Without a solid work ethic, organizational goals and service standards are difficult to achieve.

Several factors influence employees' work ethic, including organizational culture, leadership style, and the overall work environment [2]. Among these factors, leadership plays a strategic role in shaping employees' attitudes and behaviors. Leaders not only direct administrative processes but also influence the mindset and motivation of employees through guidance, supervision, and example. One leadership approach that is widely recognized for its positive organizational impact is transformational leadership. Transformational leadership emphasizes inspiration, intellectual stimulation, individualized consideration, and idealized influence [3]. Leaders who adopt this style encourage employees to exceed expectations, embrace change, and align personal values with organizational goals [4].

Transformational leaders are capable of motivating employees to internalize organizational values and develop a stronger sense of purpose at work [5]. Through clear vision, consistent communication, and exemplary conduct, leaders can foster a more disciplined and committed workforce. In the context of a subdistrict office, the role of the head of the subdistrict and section chiefs is essential in building a productive and value-driven work culture. However, observations at the Padang Bulan Selayang II Subdistrict Office indicate that employees' work ethic is not uniformly strong. Some employees demonstrate high levels of commitment and discipline, while others show inconsistencies in punctuality, initiative, and responsibility. These variations suggest that internal organizational factors, particularly leadership practices, may significantly influence employees' work ethic.

Effective transformational leadership can create a positive work atmosphere where employees feel valued, motivated, and inspired to perform their duties responsibly. Leaders who provide constructive feedback, recognize employee contributions, and encourage innovation are more likely to cultivate a strong work ethic among staff members. Conversely, limited guidance and lack of inspiration may lead to decreased enthusiasm and lower levels of professional commitment. Empirical studies have highlighted the importance of leadership in shaping employee attitudes and behaviors within public institutions [6]. Transformational leadership, in particular, has been associated with improved organizational commitment and positive behavioral outcomes. Therefore, examining its influence on employees' work ethic in a local government context becomes both relevant and necessary.

Based on the above considerations, this study aims to analyze the influence of transformational leadership on employees' work ethic at the Padang Bulan Selayang II Subdistrict Office, Medan. The findings are expected to provide empirical insights into how leadership practices can strengthen work values and discipline among public sector employees. Furthermore, the results may serve as a reference for local government leaders in developing effective leadership strategies to enhance organizational performance through improved work ethic.

Literature Review

Transformational Leadership

Transformational leadership is a leadership style oriented toward creating positive change within an organization through inspiration, motivation, and employee empowerment [7]. A transformational leader is able to articulate a clear and compelling vision of the future that encourages employees to work enthusiastically and commit to organizational goals [8]. In practice, such leaders do not merely direct and supervise but also serve as role models who demonstrate integrity, confidence, and strong moral values, thereby strengthening employees' trust and loyalty [9]. Moreover, transformational leadership emphasizes motivating employees to develop their abilities and creativity by providing emotional support and opportunities for innovation [10]. Through this approach, employees feel valued and empowered to maximize their potential, which ultimately contributes positively to the organization.

Conceptually, transformational leadership is capable of generating significant organizational change through a strong vision, employee empowerment, and the enhancement of motivation and creativity [11]. This leadership style is characterized by four main indicators: charisma, inspirational motivation, intellectual stimulation, and individualized consideration [7]. Charisma refers to the leader's ability to demonstrate exemplary conduct and authority that foster respect and trust; inspirational motivation involves communicating a clear vision that builds optimism; intellectual stimulation encourages employees to think creatively and propose innovative solutions; and individualized consideration reflects the leader's ability to provide personal guidance and support according to each employee's needs and potential. With these characteristics, transformational leadership is highly relevant in government organizations, including subdistrict offices, as it plays an important role in strengthening employees' work ethic and professional values.

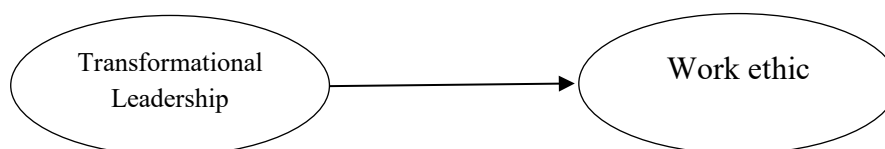
Work Ethic

Work ethic refers to a set of values, beliefs, and attitudes that guide how individuals perceive and carry out their work [12]. It is reflected in the way individuals value their jobs, demonstrate commitment, and perform their duties with responsibility. These values function as internal drivers that influence employees' work behavior within an organization. In an organizational context, work ethic serves as a guideline for employees to act professionally, maintain discipline, and consistently complete their tasks. Employees with a strong work ethic tend to show diligence, perseverance, and readiness to face workplace challenges [13][14]. Therefore, work ethic is considered a crucial factor in achieving optimal performance.

Work ethic is also closely related to personal character, organizational culture, and the work environment [15]. A structured work system, effective leadership, and a positive organizational culture contribute to the development of a strong work ethic, whereas an unsupportive environment may weaken employees' motivation and commitment. According to Tasmara, work ethic consists of four main indicators: respect for time, resilience and perseverance, independence, and adaptability [16]. Respect for time reflects the ability to use time effectively as a valuable resource linked to productivity; resilience and perseverance refer to the determination to work hard and not give up when facing challenges; independence indicates the ability to complete tasks autonomously without excessive reliance on others; and adaptability represents the capacity to adjust to the work environment, colleagues, and supervisors harmoniously. In public sector institutions such as subdistrict offices, a strong work ethic becomes a strategic foundation for delivering efficient, effective, and high-quality public services.

Conceptual Framework and Hypothesis

This study conceptualized Transformational Leadership as the independent variable (X) and Work Ethic as the dependent variable (Y) as shown on the following figure.



The hypothesis is:

Ha : Transformational Leadership has a positive and significant effect on Work Ethic among employees at the Padang Bulan Selayang II Subdistrict Office, Medan.

Ho : Transformational Leadership does not have a positive and significant effect on Work Ethic among employees at the Padang Bulan Selayang II Subdistrict Office, Medan.

Research Methodology

This study employed a quantitative research approach to examine the influence of transformational leadership on employees' work ethic at the Padang Bulan Selayang II Subdistrict Office, Medan. The research design was explanatory in nature, as it aimed to test the proposed hypothesis and analyze the causal relationship between the independent variable (transformational leadership) and the dependent variable (work ethic). This design was considered appropriate for identifying and measuring the magnitude of the effect between the two variables within a public sector organizational context [17].

The population of this study consisted of 70 employees working at the Padang Bulan Selayang II Subdistrict Office, Medan. Since the total population was relatively manageable, this study applied a saturated sampling technique (census method), in which all members of the population were included as research respondents. Therefore, the sample size was equal to the total population of 70 employees, ensuring that the findings accurately represented the institutional condition. Primary data were collected through a structured questionnaire distributed to all respondents. The instrument was developed based on theoretical indicators of transformational leadership and work ethic, and responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Secondary data, such as institutional reports and administrative documents, were also utilized to complement and support the analysis.

The collected data were analyzed using quantitative statistical techniques with the assistance of SPSS version 25.0. The analysis was conducted in several stages. First, a validity test was performed to determine whether each questionnaire item accurately measured its intended construct. An item was considered valid if the calculated correlation coefficient (r-count) exceeded the critical r-table value. Second, a reliability test was conducted using Cronbach's Alpha, where a coefficient greater than 0.70 indicated that the instrument had acceptable internal consistency.

The regression model applied in this study was a simple linear regression model, expressed as: $Y = a + bX$, Where: Y = Work Ethic, X = Transformational Leadership, a = Constant, b = Regression Coefficient. Furthermore, a t-test was conducted to determine whether transformational leadership had a statistically significant effect on employees' work ethic. The hypothesis was accepted if the calculated t-value (t-count) was greater than the critical t-table value or if the significance level (p-value) was below 0.05 [18]. Finally, the coefficient of determination (R^2) was calculated to measure the proportion of variance in work ethic that could be explained by transformational leadership. An R^2 value closer to 1 indicated stronger explanatory power of the independent variable in predicting the dependent variable [19].

The study provided empirical evidence regarding the role of transformational leadership in shaping employees' work ethic, contributing both to theoretical discussions in human resource management and to practical improvements within public sector institutions.

Results

Descriptive Analysis

The first stage of the descriptive analysis was to examine the main summary statistics of the two composite variables under study, namely Transformational Leadership (TL) and Work Ethic (WE). This analysis provided an overview of the data distribution and the general tendencies of respondents' perceptions at the Padang Bulan Selayang II Subdistrict Office, Medan.

Table 1. Descriptive Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership (TL)	70	3.25	5.00	4.41	0.45
Work Ethic (WE)	70	3.10	5.00	4.29	0.38

Source: Analysis of provided data, N = 70

Based on the results in Table 1, both variables demonstrated strong positive tendencies. The composite mean score for Transformational Leadership was 4.41, indicating that employees generally perceived their leaders as exhibiting strong transformational characteristics, including charisma, inspirational motivation, intellectual stimulation, and individualized consideration. This high average suggests that leadership practices within the subdistrict office were viewed favorably by the respondents.

Similarly, the mean score for Work Ethic was 4.29, reflecting that employees reported high levels of responsibility, discipline, independence, perseverance, and adaptability in performing their duties. The relatively high average for Work Ethic indicated that employees generally maintained positive attitudes and strong professional values in carrying out their responsibilities within the organization.

The standard deviation values were relatively low (0.45 for Transformational Leadership and 0.38 for Work Ethic), indicating that responses were closely clustered around the mean. This low variability suggested a high degree of consistency among respondents' perceptions. In other words, most employees shared similar positive views regarding both leadership practices and their own work ethic, highlighting the overall stability and strength of these factors within the organization.

Validity and Reliability Tests

Validity was evaluated using Pearson's correlation coefficient (r-value), which measures the correlation between each questionnaire item and the total composite score of its respective variable. With a sample size of N = 70 and a significance level of 5% (two-tailed), the critical r-table value was approximately 0.235. An item was considered valid if its r-value exceeded this threshold.

The analysis results showed that all questionnaire items measuring Transformational Leadership (TL) and Work Ethic (WE) had correlation coefficients greater than the r-table value of 0.235. Each of the four indicators of Transformational Leadership (charisma, inspirational motivation, intellectual stimulation, and individualized consideration) demonstrated strong positive correlations with the total TL score. Similarly, all four indicators of Work Ethic (respect for time, resilience and perseverance, independence, and adaptability) showed correlation coefficients above the required threshold. These findings confirmed that all items were valid and appropriately measured their intended constructs.

Reliability was assessed using Cronbach's Alpha to determine the internal consistency of each measurement scale. According to Ghozali (2016), a Cronbach's Alpha value greater than 0.60 indicates acceptable reliability.

Table 2. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Transformational Leadership (TL)	0.89	> 0.60	Reliable
Work Ethic (WE)	0.85	> 0.60	Reliable

The Transformational Leadership variable obtained a Cronbach’s Alpha value of 0.89, while the Work Ethic variable achieved a value of 0.85. Both values exceeded the 0.60 benchmark, indicating strong internal consistency. These results confirmed that the research instrument was both valid and reliable. Therefore, the questionnaire items effectively measured their respective variables and were suitable for further statistical analysis, including regression testing to examine the influence of transformational leadership on employees’ work ethic.

Regression Analysis
Simple Linear Regression

A simple linear regression analysis was conducted to examine the influence of Transformational Leadership (TL) on Work Ethic (WE) at the Padang Bulan Selayang II Subdistrict Office, Medan. The analysis utilized the composite scores of both variables derived from the questionnaire data of 70 respondents.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	0.842	0.376	–	2.239	0.028
Transformational Leadership (TL)	0.781	0.085	0.735	9.182	0.000

Dependent Variable: Work ethic

Based on the analysis, the regression equation can be expressed as: $Y = 0.842 + 0.781X$. The regression coefficient (B) for Transformational Leadership was 0.781, indicating that for every one-point increase in the Transformational Leadership score, Work Ethic was expected to increase by 0.781 points, assuming other factors remained constant.

The significance value (p-value) of 0.000, which was far below the 0.05 significance level, confirmed a statistically significant and positive relationship between the two variables. The regression analysis demonstrated a strong positive influence of Transformational Leadership on Work Ethic.

The regression coefficient (B = 0.781, t = 9.182, p = 0.000) indicated that stronger transformational leadership practices were associated with higher levels of employees’ work ethic. Furthermore, the standardized beta coefficient (Beta = 0.735) suggested that the effect size was strong. These findings supported the argument that transformational leadership plays a crucial role in shaping and strengthening employees’ work ethic within the public sector organization.

Coefficient of Determination (R²)

The coefficient of determination (R²) was calculated to determine how much variance in Work Ethic (WE) could be explained by Transformational Leadership (TL).

Table 4. Coefficient of Determination

Model	R	R ²	Adjusted R ²
1	0.735	0.540	0.533

The analysis results indicated that the R² value was 0.540, meaning that 54.0% of the variance in Work Ethic could be explained by Transformational Leadership. The remaining 46.0% was influenced by other variables not included in this research model. The correlation coefficient (R = 0.735) showed a strong positive relationship between Transformational Leadership and Work Ethic. This finding was consistent with the regression results, which demonstrated that transformational leadership had a significant and positive effect on employees’ work ethic.

These results confirmed that transformational leadership plays an important role in shaping and strengthening employees’ work ethic at the Padang Bulan Selayang II Subdistrict Office, Medan. However, since nearly half of the variance was explained by other factors, future

research may consider including additional variables such as organizational culture, motivation, or job satisfaction to obtain a more comprehensive understanding.

Hypothesis Testing (t-Test)

The hypothesis testing was conducted using a t-test to determine whether the independent variable, Transformational Leadership (TL), has a positive and significant effect on the dependent variable, Work Ethic (WE).

Table 5. t-Test Result

Model	B	Std. Error	Beta	t
(Constant)	0.842	0.376	–	2.239
Transformational Leadership (TL)	0.781	0.085	0.735	9.182

Dependent Variable: Work ethic

The calculated t-value ($t_{\text{calculated}}$) for the Transformational Leadership variable was 9.182. This value was compared with the critical t-value (t_{table}) based on the degrees of freedom (df), calculated using the formula $df = N - k - 1$. With $N = 70$ respondents and $k = 1$ independent variable, the degrees of freedom were 68.

At a significance level of $\alpha = 0.05$ (one-tailed test), the critical t-value (t_{table}) was approximately 1.667. Since $t_{\text{calculated}} (9.182) > t_{\text{table}} (1.667)$, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) was accepted. In addition, the significance value (p-value) was 0.000, which was lower than the significance level of 0.05. This further confirmed the rejection of H_0 .

Based on these findings, it can be concluded that Transformational Leadership has a positive and significant effect on Work Ethic. This result indicates that stronger transformational leadership practices—such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence—significantly enhance employees’ work ethic. The findings provide empirical evidence that leadership style plays a crucial role in shaping employees’ attitudes, commitment, and ethical orientation toward their work.

Conclusion

The main objective of this study was to analyze the influence of Transformational Leadership on Work Ethic among employees at the Padang Bulan Selayang II Subdistrict Office, Medan. The research involved 70 respondents, and the data were collected through structured questionnaires. The instruments were tested for validity and reliability before further analysis using descriptive statistics and simple linear regression. The descriptive analysis indicated that both variables showed high average scores. Transformational Leadership demonstrated a strong overall mean score, reflecting that employees perceived their leaders as practicing inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence effectively. Similarly, the Work Ethic variable also showed a high mean score, indicating that employees generally exhibit positive attitudes toward responsibility, discipline, perseverance, and commitment to their duties. The relatively low standard deviation values suggested that respondents’ answers were consistent and homogeneous.

The validity and reliability tests confirmed that all questionnaire items were valid and reliable. All item correlation coefficients exceeded the critical r-table value ($N = 70$), indicating that each indicator appropriately measured its respective construct. Furthermore, the Cronbach’s Alpha values for Transformational Leadership (0.89) and Work Ethic (0.85) were above the 0.60 benchmark, demonstrating strong internal consistency. The regression analysis revealed that Transformational Leadership had a positive and significant effect on Work Ethic. The regression equation obtained was: $Y = 0.842 + 0.781X$. The regression coefficient ($B = 0.781$) indicated that an increase in transformational leadership practices would lead to a corresponding increase in employees’ work ethic. The significance value ($p = 0.000$) was below

the 0.05 threshold, confirming that the relationship was statistically significant. The coefficient of determination (R^2) value of 0.540 showed that 54.0% of the variance in Work Ethic could be explained by Transformational Leadership, while the remaining 46.0% was influenced by other factors not examined in this study. This finding suggested that leadership style is a substantial contributor to employees' work ethic, although additional organizational and individual factors may also play important roles.

The t-test results further strengthened this conclusion, as the calculated t-value (9.182) was significantly higher than the critical t-value (1.667). Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted, confirming that Transformational Leadership has a positive and significant influence on Work Ethic. In summary, the findings of this study demonstrate that effective transformational leadership significantly enhances employees' work ethic. These results highlight the importance of implementing transformational leadership practices in public sector organizations to foster stronger employee commitment, discipline, and ethical work behavior. Strengthening leadership quality can therefore serve as a strategic approach to improving overall organizational effectiveness.

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