

***Building Excellent Performance: The Role of Work Ethic and Discipline  
Among Satpol PP Employees in Karawang Regency***

**Membangun Kinerja Unggul: Peran Etos Kerja dan Disiplin Pegawai  
Satpol PP Kabupaten Karawang**

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**ABSTRACT**

*This study aims to examine the influence of work ethic and work discipline on the performance of employees at the Civil Service Police Unit of Karawang Regency. The research employs a quantitative method using a survey approach. The sample consists of the entire population of 70 employees from the Civil Service Police Unit of Karawang Regency. Primary data were collected and analyzed using multiple regression analysis with SPSS 26.0. The results show that the work ethic of the employees is rated very highly. Similarly, their work discipline is also categorized as very good. Employee performance is assessed as good overall. Simultaneously, work ethic and work discipline have a significant influence on employee performance. Partially, work ethic has a significant impact on employee performance, and work discipline also shows a positive and significant effect.*

**Keywords:** Work Ethic, Work Discipline, Employee Performance

**ABSTRAK**

Penelitian ini bertujuan untuk mengetahui pengaruh etos kerja dan disiplin kerja terhadap kinerja pegawai Satuan Polisi Pamong Praja Kabupaten Karawang. Metode yang digunakan adalah metode kuantitatif dengan pendekatan survei. Sampel dalam penelitian ini adalah seluruh populasi pegawai Satuan Polisi Pamong Praja Kabupaten Karawang yang berjumlah 70 orang. Data yang digunakan merupakan data primer, dan dianalisis menggunakan regresi berganda dengan bantuan SPSS 26.0. Hasil penelitian menunjukkan bahwa etos kerja pegawai berada dalam kategori sangat baik. Disiplin kerja juga dinilai sangat baik, dan kinerja pegawai tergolong baik secara keseluruhan. Secara simultan, etos kerja dan disiplin kerja berpengaruh signifikan terhadap kinerja pegawai. Secara parsial, etos kerja memiliki pengaruh signifikan terhadap kinerja pegawai, dan disiplin kerja juga berpengaruh positif dan signifikan.

**Kata kunci:** Etos Kerja, Disiplin Kerja, Kinerja Pegawai

**1. Introduction**

Employee performance is a key determinant of an organization's success and effectiveness, especially within government institutions responsible for public service and law enforcement. In the context of the Civil Service Police Unit of Karawang Regency, the role of employees is not only to enforce local regulations but also to maintain public order and safety. Therefore, the quality of public services offered by this agency is directly tied to the professional capacity and performance of its personnel. Declining performance in such institutions can

disrupt not only administrative operations but also the broader function of governance and public trust (Arnando & Syarif, 2022; Kappagoda et al., 2014).

Performance indicators used in this institution include attendance, task fulfillment, interpersonal behavior, and professionalism. Analysis of internal data from 2018 to 2023 reveals a fluctuation and gradual decline in average performance scores, particularly in attendance and task completion. While performance remains categorized as “good,” the trend signifies operational inefficiencies that could worsen over time if not immediately addressed. Inconsistent performance undermines team coordination, public accountability, and long-term service delivery objectives (Nurjaya et al., 2022; Palgunadhi et al., 2022).

The decline in these indicators appears to stem from various behavioral and structural issues. Reports suggest that some employees use official time for personal affairs, are frequently late, or request colleagues to cover their duties. These practices reduce organizational effectiveness and create internal inequities. Additionally, cost inefficiencies have been observed, where resource allocation does not align with the operational needs. These issues highlight the necessity of reevaluating performance management systems to ensure alignment with both organizational objectives and employee conduct (Timbuleng & Sumarauw, 2015; Wibowo et al., 2022).

A significant internal factor contributing to this decline is the erosion of work ethic among some employees. A strong work ethic reflects commitment, motivation, and responsibility—qualities essential for public service roles. Studies have shown that Islamic work ethic and general professional values positively influence employee outcomes by fostering intrinsic motivation, job satisfaction, and organizational commitment (Ali, 1992; Abbasi et al., 2011; Murtaza et al., 2016). In the Karawang context, employee complaints about workloads, lack of proper facilities, and minimal incentives reflect a misalignment between institutional goals and employee expectations (Dewi et al., 2019; Bawelle & Sepang, 2016). This misalignment reduces morale and weakens the employees’ drive for high performance (Ali, 2005; Kumar & Rose, 2010).

In addition to work ethic, work discipline plays a critical role in shaping performance. High levels of discipline ensure that employees comply with policies, adhere to schedules, and maintain accountability. Conversely, a lack of discipline, as evidenced by frequent tardiness and absenteeism, disrupts workflow and weakens operational consistency (Octaviani & Muhandi, 2017; Sudarya et al., 2014). Studies have shown that institutions with poor enforcement of disciplinary rules experience lower efficiency, as task execution becomes inconsistent and oversight mechanisms ineffective (Ananda & Kusuma, 2023; Khan et al., 2015). This situation is compounded when there is no clear penalty system or reward mechanism for discipline-related behavior (Saputra et al., 2016).

Although several prior studies have examined the influence of work ethic or discipline independently, very few have explored the combined effect of both on employee performance, particularly in the context of public enforcement units. Moreover, most studies have focused on corporate or manufacturing sectors, leaving a gap in research addressing public safety or law enforcement organizations (Rokhman, 2010; Yousef, 2000). This creates an opportunity to contribute novel insights by exploring how these two behavioral variables interact to influence performance in a local government setting responsible for public regulation and order.

Therefore, this research aims to investigate the influence of work ethic and work discipline on the performance of employees at the Civil Service Police Unit of Karawang Regency. The study not only seeks to quantify the impact of these two variables but also aims to identify practical strategies for improving human resource management within public institutions. By doing so, this research offers both theoretical contribution and managerial implications, enabling local governments to reinforce values of professionalism, ethical conduct, and organizational efficiency (Ali & Al-Owaihian, 2008; Nurjaya et al., 2022).

## 2. Literature Review

### ***Employee Performance***

Employee performance refers to the extent to which employees fulfill job responsibilities effectively and efficiently. It is often measured using indicators such as punctuality, quality of task completion, interpersonal relations, and contribution to organizational goals. In the public sector, particularly in law enforcement agencies, employee performance directly influences operational success, service delivery, and public trust. Performance is not only about task execution but also adherence to ethical standards, responsiveness, and accountability (Arnando & Syarif, 2022; Wibowo et al., 2022).

Prior research has demonstrated that performance can be affected by both internal and external factors. Internal factors may include motivation, discipline, work ethic, and competence, while external influences may involve leadership, organizational culture, and the working environment. For example, Palgunadhi et al. (2022) found that work discipline and ethics significantly influence performance outcomes in government agencies. In public institutions, the alignment of personal behavior with institutional rules is especially critical.

### ***Work Ethic***

Work ethic represents an individual's set of values and beliefs regarding the importance of diligence, responsibility, honesty, and perseverance in the workplace. It reflects not only how an employee approaches their tasks, but also their motivation and moral commitment to their duties. A strong work ethic leads to better job performance, higher productivity, and greater organizational loyalty (Ali, 1992; Abbasi et al., 2011).

Islamic work ethic, in particular, has gained attention in public-sector studies in Indonesia and other Muslim-majority countries. It emphasizes integrity, accountability, and social justice in the workplace. Research by Murtaza et al. (2016) and Khan et al. (2015) found that Islamic work ethic significantly enhances employees' organizational commitment, job satisfaction, and citizenship behavior. Similarly, Yousef (2000) confirmed its mediating role in enhancing positive work attitudes. In the context of public service, such values are expected to guide ethical behavior and strengthen public trust.

### ***Work Discipline***

Work discipline refers to the degree to which employees adhere to established rules, regulations, and standards within an organization. It encompasses punctuality, compliance with procedures, and respect for institutional norms. A high level of discipline ensures consistency, predictability, and efficiency in operations—key factors in achieving organizational goals (Dewi et al., 2019; Bawelle & Sepang, 2016).

Previous studies show a strong correlation between work discipline and employee performance. For instance, Octaviani & Muhandi (2017) found that disciplinary practices, when enforced consistently, lead to improved efficiency and reduced absenteeism. Similarly, Saputra et al. (2016) indicated that well-disciplined employees demonstrate higher productivity, especially in time-sensitive public-sector roles. Inconsistent application of disciplinary measures, on the other hand, leads to organizational stagnation and employee dissatisfaction (Timbuleng & Sumarauw, 2015).

### ***Relationship Between Work Ethic, Work Discipline, and Performance***

Both work ethic and work discipline have been shown to independently and jointly influence performance outcomes. When employees are intrinsically motivated by ethical values and are simultaneously held accountable through disciplinary systems, their performance tends to improve significantly. Kappagoda et al. (2014) highlighted that ethical employees are more self-regulated, which in turn reduces the need for external enforcement.

Nurjaya et al. (2022) and Sudarya et al. (2014) further emphasized that a synergistic effect occurs when strong ethical values are supported by organizational systems that reinforce discipline. This creates a high-trust, high-performance environment that benefits both individuals and institutions. In the context of public enforcement, such as Satpol PP, this synergy is critical in ensuring rule-based behavior, public accountability, and service integrity.

### **3. Methods**

The present study adopts a quantitative research design using a causal method with a survey approach to examine the relationship between work ethic, work discipline, and employee performance. The sample consists of the entire population of employees working at the Civil Service Police Unit of Karawang Regency, totaling 70 individuals. Since the population is relatively small, the research employs a census sampling technique, where the entire population is treated as the sample. This approach ensures representativeness and eliminates sampling bias, as every member of the population is included. It is important to note that selecting a sample that is either too large or too small can lead to inaccuracies in research conclusions; therefore, using the full population helps in obtaining valid and reliable results. The data analysis methods employed in this study include path analysis, correlation coefficient analysis, as well as F-test and t-test, following the analytical procedures. These statistical tools are used to determine the strength and direction of relationships between variables and to test the significance of the proposed hypotheses.

### **3. Results and Discussion**

#### **Results**

##### **Normality Test**

The normality test is conducted to determine whether the data distribution is normal. According to Ghazali (2016:122), normality testing must precede hypothesis testing. Based on SPSS version 26 output, the data distribution does not significantly deviate from the diagonal line, and the Asymp. Sig. value is  $0.095 > 0.05$ , indicating that the data is normally distributed.

##### **Multicollinearity Test**

Multicollinearity is detected by examining the tolerance and Variance Inflation Factor (VIF) values (Ghozali, 2018). SPSS output shows that the tolerance values for Work Ethic and Work Discipline are both  $0.554 (> 0.10)$ , while their VIF values are  $1.805 (< 10)$ . This confirms the absence of multicollinearity between the independent variables (Ghozali, 2018).

##### **Heteroscedasticity Test**

This test aims to assess whether the variance is constant across groups (Ghozali, 2018:160). The scatterplot of residuals shows a random pattern with data points spread both above and below the zero line on the Y-axis. Thus, no heteroscedasticity is detected, fulfilling this assumption.

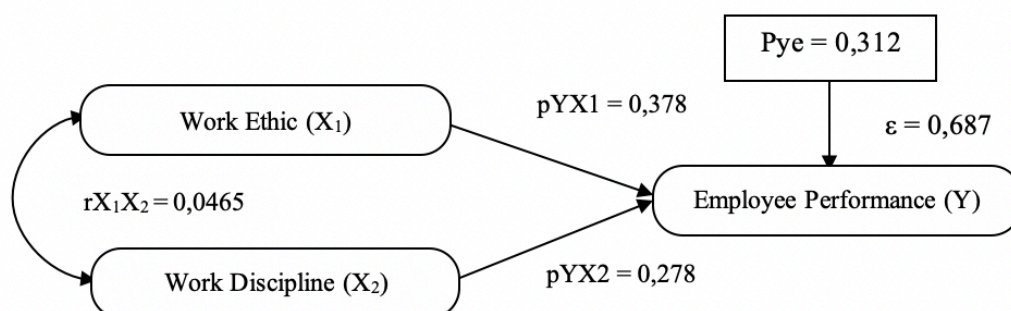
##### **Autocorrelation Test**

Autocorrelation is tested by comparing the Durbin-Watson (DW) value. According to Priyatno (2019:8), if  $DW < 2$ , there is no autocorrelation. The DW value from the SPSS analysis is  $1.733$ , indicating no autocorrelation (Priyatno, 2019).

### Simultaneous Effect of Work Ethic and Work Discipline on Employee Performance

To determine the simultaneous effect of work ethic and work discipline on employee performance, statistical analysis was performed using SPSS version 26. The path analysis diagram illustrates the relationships between the variables, as shown in the following figure:

**Figure 2. Structural Path Diagram: Effects of Variables X1 (Work Ethic) and X2 (Work Discipline) on Y (Employee Performance)**



The results of direct and indirect effects are presented in the table below:

**Table 3. Direct and Indirect Effects of Work Ethic and Work Discipline on Employee Performance**

No	Variable Name	Formula	Result
1.	Work Ethic (X <sub>1</sub> )		
a.	Direct Effect of X <sub>1</sub> on Y	$(p_{YX1})^2 = (0.378)^2$	0.1428
b.	Indirect Effect of X <sub>1</sub> via X <sub>2</sub>	$(0.378)(0.443)(0.278)$	0.0465
	Total Effect of X <sub>1</sub> on Y	$a + b$	0.1893
2.	Work Discipline (X <sub>2</sub> )		
c.	Direct Effect of X <sub>2</sub> on Y	$(0.278)^2$	0.0772
d.	Indirect Effect of X <sub>2</sub> via X <sub>1</sub>	$(0.278)(0.443)(0.378)$	0.0465
	Total Effect of X <sub>2</sub> on Y	$c + d$	0.1237
	Total Effect of X <sub>1</sub> and X <sub>2</sub> on Y (KD)	$a + b + c + d$	0.3130
	Other Unexplained Factors (KND)	$1 - KD$	0.687

**Source:** Processed by the Author, 2024

The total effect of work ethic and work discipline on employee performance is 0.3130 or 31.30%, indicating a strong influence. The remaining 68.7% is attributed to other variables not examined in this study, such as salary, benefits, and healthcare coverage. Therefore, it can be concluded that work ethic and work discipline simultaneously contribute 31.30% to employee performance at the Civil Service Police Unit of Karawang Regency, while the remaining 68.7% is influenced by other external factors (Sugiyono, 2020).

## Discussion

### The Influence of Work Ethic on Employee Performance

The direct influence of work ethic on employee performance at the Civil Service Police Unit of Karawang Regency is 0.1893, or 18.93%. Additionally, the indirect effect of work ethic through work discipline on employee performance is 0.0465, or 4.65%. This suggests that as work ethic improves, employee performance increases, and conversely, as work ethic declines, employee performance also diminishes. A strong work ethic contributes significantly to employee satisfaction. Employees who are satisfied with their work environment are typically more productive and motivated to achieve organizational goals. A strong work ethic, which includes values such as integrity, discipline, and responsibility, can increase employees'

commitment to their organization. Employees with high commitment are more likely to contribute positively to team performance and the overall success of the organization. Furthermore, a positive work ethic encourages employees to develop their skills and knowledge. Employees who are committed to personal growth are better prepared to face challenges and improve their performance at work. In turn, such a work environment fosters motivation and productivity, thereby enhancing the overall organizational performance (Abbasi, Rehman, & Bibi, 2011; Ali, 1992; Ali & Al-Owaidan, 2008; Kappagoda, Othman, & Alwis, 2014).

#### **The Influence of Work Discipline on Employee Performance**

Work discipline at the Civil Service Police Unit of Karawang Regency has a direct influence of 0.1237, or 12.37%, on employee performance. The indirect effect of work discipline through work ethic on employee performance is 0.0465, or 4.65%. Therefore, as work discipline increases, employee performance is likely to improve, and similarly, a decrease in work discipline will lead to lower employee performance. Employees who exhibit good work discipline tend to complete tasks on time, maintain high work quality, and achieve organizational targets. High work discipline among team members improves overall team effectiveness. When each member of a team is disciplined, collaboration and coordination are smoother, leading to better results. In addition, work discipline helps reduce workplace stress. Disciplined employees tend to be more organized, helping them manage their workload efficiently, avoid procrastination, and focus on achieving optimal performance. Moreover, employees with high work discipline tend to feel more valued and engaged in their work, which positively affects their performance. Overall, good work discipline is associated with higher levels of motivation, commitment, and job satisfaction, all of which contribute to improved organizational outcomes (Dewi, Bagia, & Susila, 2019; Khan, Abbas, Gul, & Raja, 2015; Bawelle & Sepang, 2016).

#### **The Influence of Work Ethic on Work Discipline**

The direct influence of work ethic on work discipline is 0.0465, or 4.65%. This indicates that as work ethic improves, work discipline tends to decrease. A high-pressure work environment, with unrealistic targets, long working hours, and excessive workload, can lead to prolonged stress. If this stress is not managed effectively, it can develop into more serious mental health issues, such as anxiety and depression. However, a strong work ethic, characterized by responsibility and commitment, significantly contributes to work discipline. Employees with a strong work ethic are generally more disciplined in carrying out their tasks and responsibilities. A positive work ethic can also motivate employees to be more disciplined in their work. When employees align their personal values with the goals of the organization, they are more motivated to comply with the established rules and procedures. Furthermore, an organizational culture that supports a good work ethic creates a conducive environment for work discipline. Organizations that emphasize the importance of work ethic can motivate employees to maintain discipline in their work. Additionally, employees with a high work ethic tend to experience higher job satisfaction, which also contributes to discipline. Satisfied employees are generally more engaged and committed, which positively influences their adherence to company policies and procedures (Kumar & Rose, 2010; Yousef, 2000; Arnando & Syarif, 2022).

In conclusion, the study demonstrates that both work ethic and work discipline play significant roles in determining employee performance. A strong work ethic not only directly influences employee performance but also positively impacts work discipline, which in turn enhances overall performance. Similarly, high levels of work discipline contribute directly to performance, creating a synergistic effect when coupled with a positive work ethic. Therefore, maintaining a positive work environment, fostering strong work ethics, and encouraging disciplined behavior are essential strategies for improving employee performance and organizational success (Rokhman, 2010; Murtaza et al., 2016; Palgunadhi, Indarto, & Budiati, 2022).

## 5. Conclusions

Based on the research and analysis, it can be concluded that there is a positive relationship between work ethic and work discipline, indicating that as work ethic improves, employee discipline also increases. A strong work ethic, characterized by responsibility and commitment, significantly contributes to employees' discipline in performing tasks and adhering to company rules. Furthermore, work ethic directly influences employee performance, with values such as integrity, responsibility, and dedication playing a key role in improving overall performance. Work discipline, in turn, helps employees complete tasks on time, enhances efficiency, and maintains high work quality, all of which positively impact their performance.

Organizations should foster a work environment that encourages the development of work ethics, such as through training focused on values like integrity, responsibility, and commitment. Recognizing employee achievements can also motivate them to work harder and improve quality. Strengthening work discipline through clear policies, regular evaluations, and time management training will ensure adherence to company rules and enhance overall performance. Moreover, to maximize performance, companies should create synergies between work ethic and discipline, promote effective communication, and ensure employees understand the company's vision and mission. Additionally, addressing other factors that affect performance, such as salary, benefits, and health insurance, will further improve employee satisfaction and performance, contributing to the overall success of the organization.

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