

The Effect of Work Discipline, Work Motivation and Work Ethic on Private Employee Performance in Bandar Lampung

Ade Candra*, Hamartoni Ahadis

¹Faculty of Economics and Business, Universitas Teknokrat Indonesia, Indonesia

Article Info

Article History:

Received 3 Oct, 2025

Accepted 20 Nov, 2025

Keywords:

Work Discipline,
Work Ethic,
Work Motivation,
Performance

ABSTRACT

Abstract. This study aims to examine the effect of work discipline, work motivation, and work ethic on the performance of private employees in Bandar Lampung. The population of this research consists of private employees in Bandar Lampung, with a sample size of 140 employees. The sampling technique used is purposive sampling, based on Hair's formula (2017). The data analysis methods applied include multiple linear regression analysis, the coefficient of determination (R^2), t-test, and F-test. The results of the study indicate that the variables of work discipline, work motivation, and work ethic each have a positive and significant influence on the performance of private employees in Bandar Lampung.

This is an open access article under the [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/) license



Corresponding Author

Ade Candra

Email: adecandra@teknokrat.ac.id

INTRODUCTION

The rapid growth of the business sector in Bandar Lampung intensifies competition among private service and trade companies, making competent and productive human resources (HR) essential (Adha et al., 2019). Employee performance—shaped by education, training, and workplace practices—can be enhanced through discipline, motivation, and work ethic (Ritonga, 2017). Work discipline ensures order and productivity, motivation drives goal achievement (Ekhsan, 2019), and a strong work ethic fosters responsibility, honesty, and dedication (Ramli & Widarto, 2017).

Field observations (April 21, 2025) in companies such as Momoyo, Master Geprek 3, Indomaret, Alfamart, Saburai Durian & Resto, and Shamiya revealed low discipline, weak motivation, and poor work ethic. Prior studies show mixed results—some finding positive effects individually, others only when combined—leaving a gap in research on their simultaneous impact in Bandar Lampung's private sector.

This study examines the effects of work discipline, work motivation, and work ethic on employee performance. It aims to: (1) analyze the effect of work discipline, (2) analyze the effect of work motivation, and (3) analyze the effect of work ethic on employee

performance. Theoretically, it contributes to HR management literature in developing-country contexts; practically, it provides insights for improving HR strategies to enhance performance.

LITERATURE REVIEW

Work Disciplines

Work discipline is essential for achieving company success, ensuring employees comply with regulations voluntarily, and imposing sanctions for violations (Syafrina, 2017). It serves as an effective tool for maintaining order and guiding behavior to meet organizational goals (Wahyudi, 2019). Discipline benefits both companies—by ensuring smooth operations—and employees—by creating a positive work environment (Liyas & Primadi, 2017). It also prevents unproductive activities during working hours (Ningsih et al, 2017).

Work discipline is an important responsibility for every office or institution where someone works, aimed at improving employee productivity and preventing them from engaging in irrelevant activities during working hours (Ri et al, 2017). The indicators of work discipline are as follows: Compliance with work standards; Compliance with regulations; Ethical behavior; High alertness.

Work Motivation

Work motivation is the inner drive to achieve goals, influenced by needs and directed toward success (Ramli & Widarto, 2020). It can be external, such as support from superiors, or internal, such as self-confidence (Wahyudi, 2019). Leaders play a key role in fostering motivation through training, recognition, target setting, and fair rewards/punishments. Motivation directs, energizes, and sustains behaviour (Luisri & Siagian, 2017). The indicators of work motivation are as follows: Direction of behaviour; Effort level; Persistence level.

Work Ethic

Work ethic reflects one's personality, beliefs, and commitment to achieving optimal results (Ningsih et al, 2017). It consists of positive behaviours rooted in strong awareness, fundamental beliefs, and dedication to work values, such as seeing work as a blessing, trust, calling, self-actualisation, worship, honour, and service (Nurjaya et al., 2021). The indicators of work ethic are as follows: Work as a trust; Work as a calling; Work as self-actualization.

Performance

Performance is a multidimensional concept involving technical, managerial, individual, and leadership factors (Ritonga, 2017). It refers to the quality and quantity of work achieved in line with assigned responsibilities (Syafrina, 2017). It depends on employee skills, competitiveness, and commitment, with each employee's performance assessed individually (Adha et al., 2019). Performance is the outcome of work that supports organisational goals (Yuliantari & Prasasti, 2020). The indicators of employee performance are as follows: Quality of work; Quantity of work; Timeliness.

RESEARCH METHODS

This study adopts a quantitative approach under the positivist paradigm to test hypotheses (Sugiyono, 2019). Primary data were gathered through field observations and online questionnaires. The variables include three independents—Work Discipline (X_1), Work Motivation (X_2), and Work Ethic (X_3)—and one dependent variable, Employee Performance (Y). Work Discipline refers to compliance with regulations, attendance, work standards, ethical behaviour, and alertness (Ningsih et al, 2017). Work Motivation is the internal drive shaping behaviour direction, effort, and persistence (Luisri & Siagian, 2017). Employee Performance is the achievement of quality, quantity, and timeliness in line with organisational goals (Yuliantari & Prasasti, 2020).

The population comprises 140 permanent employees from 10 private trading companies in Bandar Lampung, with total sampling applied (Sugiyono, 2019) and sample size confirmed using Hair et al. (2017). Data were collected using a five-point Likert scale questionnaire. Analysis involved validity and reliability tests, multiple linear regression, F-tests for simultaneous effects, t-tests for partial effects (5% significance), and R^2 to assess explanatory power.

RESULTS AND DISCUSSION

Result

Validity Test

Validity testing is used to measure the accuracy between the actual data and the data obtained from the questionnaire, or in other words, to determine whether a questionnaire is valid or not. According to Sugiyono (2019), “validation is the degree of accuracy between the actual data that occurs in the research object and the data that can be reported by the researcher.” In this case, it can be seen in the following table:

Table 1 Validity Test

Variable	Statement Item	Sig- 2-tailed	Rcount	Rtable	Description
X_1 Work Disciplines	Statement 1	0,000	0,511	0,166	Valid
	Statement 2	0,000	0,629	0,166	Valid
	Statement 3	0,000	0,674	0,166	Valid
	Statement 4	0,000	0,747	0,166	Valid
	Statement 5	0,000	0,632	0,166	Valid
	Statement 6	0,000	0,433	0,166	Valid
	Statement 7	0,000	0,393	0,166	Valid
	Statement 8	0,000	0,375	0,166	Valid
	Statement 9	0,000	0,451	0,166	Valid
X_2 Work Motivation	Statement 1	0,000	0,558	0,166	Valid
	Statement 2	0,000	0,810	0,166	Valid
	Statement 3	0,000	0,581	0,166	Valid
	Statement 4	0,000	0,791	0,166	Valid
	Statement 5	0,000	0,505	0,166	Valid
	Statement 6	0,000	0,626	0,166	Valid
X_3 Work Ethic	Statement 1	0,000	0,745	0,166	Valid
	Statement 2	0,000	0,824	0,166	Valid
	Statement 3	0,000	0,801	0,166	Valid
Y Employee Performance	Statement 1	0,000	0,322	0,166	Valid
	Statement 2	0,000	0,639	0,166	Valid
	Statement 3	0,000	0,638	0,166	Valid
	Statement 4	0,000	0,665	0,166	Valid

Variable	Statement Item	Sig- 2-tailed	Rcount	Rtable	Description
Y	Employee Performance				
	Statement 5	0,000	0,775	0,166	Valid
	Statement 6	0,000	0,601	0,166	Valid
	Statement 7	0,000	0,562	0,166	Valid
	Statement 8	0,000	0,680	0,166	Valid
	Statement 9	0,000	0,547	0,166	Valid
	Statement 10	0,000	0,601	0,166	Valid

Reliability Test

Reliability testing determines the extent to which an instrument can be trusted as a data collection tool, assuming the instrument is already well-designed. Cronbach's Alpha is the method used for the reliability test. The testing criteria are as follows: if the Cronbach's Alpha value is greater than 0.6 ($\alpha > 0.6$), then the measurement instrument is considered reliable.

Table 2 Reliability Test

Variable	Cronchbach Alpa	Reliable Limit	Description
X ₁ Work Discipline	0,705	0,60	Reliable
X ₂ Work Motivation	0,723	0,60	Reliable
X ₃ Work Ethic	0,699	0,60	Reliable
Y Employee Performance	0,805	0,60	Reliable

From Table 2 above, it can be seen that the results of this study show that the variables Work Discipline, Work Motivation, Work Ethic, and Employee Performance all have Cronbach's Alpha values greater than 0.60. Therefore, it can be concluded that all research indicators are considered reliable and can be trusted as measurement tools for the variables.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a regression model that involves more than one independent variable. In this case, the results of the multiple linear regression analysis are as follows:

Table 3 Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.556	1.806		10.830	.000
Work Discipline	.174	.054	.204	3.249	.001
Work Motivation	.516	.058	.561	8.915	.000
Work Ethic	.311	.089	.201	3.513	.001

a. Dependent Variable: Employee Performance

a. Dependent Variable: Employee Performance

Based on Table 3 above, the multiple linear regression equation model can be formulated as follows:

$$Y = 19.556 + 0.174X_1 + 0.516X_2 + 0.311X_3$$

The regression results indicate that the constant value (β_0) of 19.556 means that without increases in work discipline, motivation, or ethic, employee performance is 19.556. The coefficients show positive relationships: a 1% increase in work discipline ($\beta_1 = 0.174$),

work motivation ($\beta_2 = 0.516$), or work ethic ($\beta_3 = 0.311$) leads to respective increases in employee performance by those amounts.

T-Test

The t-test is a test used to determine whether an independent variable has an effect on a dependent variable by comparing the calculated t-value with the t-table value. The t-test results are as follows:

Tabel 4 T-Test

Coefficients ^a					
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.556	1.806		10.830	.000
Work Discipline	.174	.054	.204	3.249	.001
Work Motivation	.516	.058	.561	8.915	.000
Work Ethic	.311	.089	.201	3.513	.001

a. Dependent Variable: Employee Performance

The t-table value is ($\alpha = 5\%$, $df = 140 - 3 - 1 = 136$), resulting in a t-table value of 1.977. Based on Table 4 above, the partial t-test results are as follows:

- Work Discipline variable: The calculated t-value is $3.249 > t$ -table value of 1.977, with a significance level of $0.001 < 0.05$. Therefore, the t-test results indicate that H_0 is rejected and H_a is accepted, which means the Work Discipline variable has a positive and significant effect on the Employee Performance variable.
- Work Motivation variable: The calculated t-value is $8.915 > t$ -table value of 1.977, with a significance level of $0.000 < 0.05$. Therefore, the t-test results indicate that H_0 is rejected and H_a is accepted, which means the Work Motivation variable has a positive and significant effect on the Employee Performance variable.
- Work Ethic variable: The calculated t-value is $3.513 > t$ -table value of 1.977, with a significance level of $0.001 < 0.05$. Therefore, the t-test results indicate that H_0 is rejected and H_a is accepted, which means the Work Ethic variable has a positive and significant effect on the Employee Performance variable.

Simultaneous Test (F-Test)

The F-test is used to determine whether there is a joint or simultaneous effect of the variables. The F-test results are as follows:

Table 5 Simultaneous Test

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	708.608	3	236.203	78.434	.000 ^b
Residual	409.564	136	3.011		
Total	1118.171	139			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Ethic, Work Discipline, Work Motivation

The F-table value is ($\alpha = 5\%$, $df = 140 - 3 - 1 = 136$), resulting in an F-table value of 2.67. In Table 5 above, the F-test results in this study show that the variables Work Discipline, Work Motivation, and Work Ethic jointly or simultaneously have an effect on the Employee Performance variable. This can be seen from the calculated F-value of $78.434 > 2.67$, with a significance value of $0.000 < 0.05$.

R² Test (Coefficient of Determination)

The coefficient of determination is used to calculate the percentage of the total variation explained by the regression. The value of the coefficient of determination ranges between 0 and 1. The closer the coefficient of determination is to 1, the stronger the calculation is in explaining the independent and dependent variables. The R² test results are as follows:

Table 6 R² Test (Coefficient Determination)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.626	1.73537

a. Predictors: (Constant), Work Ethic, Work Discipline, Work Motivation

Based on Table 6 above, the results of the coefficient of determination test show an R-square value of 0.634 or 63.4%. The remaining $100\% - 63.4\% = 36.6\%$ is influenced by other variables not discussed in this study.

Discussion

Discussion on the Role and Influence of Work Discipline on Employee Performance

Work discipline is the willingness to comply with company rules and norms, reflecting responsibility and improving performance (Hasibuan, 2017). The t-test result ($t = 3.249 > 1.977$, sig. = $0.001 < 0.05$) shows a positive and significant effect, meaning better discipline leads to higher performance. Similar results were found by Kurniawan (2024), and Gumelar (2022), confirming its importance for company development. Ningsih et al. (2024) also found a sig. value of 0.018, indicating discipline directly boosts performance. In Bandar Lampung companies, proper job placement and proportional sanctions were key factors, with the highest score (633) on “Sanctions match the level of violation.”

Discussion on the Role and Influence of Work Motivation on Employee Performance

Work motivation, driven internally or externally, boosts employee contributions and goal achievement (Kasmir, 2016). The t-test result ($t = 8.915 > 1.977$, sig. = $0.000 < 0.05$) shows a positive and significant effect. Similar findings by Landra (2025) and Gumelar (2022) emphasise motivation’s major role in performance improvement. At Bandar Lampung companies, motivation should be enhanced through education and role alignment, with the highest score (598) on “I have the desire to complete my work.”

Discussion on the Role and Influence of Work Ethic on Employee Performance

Work ethic—reflecting character, habits, and responsibility—strongly influences performance (Dodi, 2016). The t-test result ($t = 3.513 > 1.977$, sig. = $0.001 < 0.05$) confirms a positive and significant effect. Supporting studies by Landra (2025), Gumelar (2022), Kurniawan (2024), and Ningsih et al (2017) highlight that a strong work ethic, including Islamic values, fosters commitment and better results. In Bandar Lampung companies, appreciation of a high work ethic serves as an example, with the highest score (591) on “I work with full responsibility.”

Discussion on the Role and Influence of Work Discipline, Work Motivation, and Work Ethic on Employee Performance

The F-test ($F = 78.434 > 2.67$, sig. = $0.000 < 0.05$) shows these three variables jointly have a positive and significant effect on performance. Kurniawan (2024) found they explain 94.9% of performance variation, with similar conclusions from Gumelar (2022) and Wahid (2016). In practice, improving motivation supported by strong discipline and a work ethic leads to significant performance gains and overall company growth.

CONCLUSION

This study concludes that work discipline, work motivation, and work ethic each have a positive and significant effect on the performance of private employees in Bandar Lampung. Employees who demonstrate higher discipline—through compliance with rules, punctuality, and adherence to work standards—tend to achieve better performance outcomes. Likewise, strong work motivation, reflected in goal-directed behaviors, persistent effort, and enthusiasm for completing tasks, greatly enhances employee productivity and effectiveness. In addition, a strong work ethic, including responsibility, commitment, and sincerity in carrying out work, also contributes significantly to improving performance.

The simultaneous testing results show that these three variables together explain 63.4% of the variation in employee performance, indicating that discipline, motivation, and work ethic play a major role in shaping work outcomes within private companies in Bandar Lampung. The study implies that organizations should strengthen HR practices by enforcing discipline fairly, fostering motivation through supportive leadership and reward systems, and cultivating a positive work ethic to enhance overall performance.

REFERENCES

- Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Ilmu Ekonomi*, 4(1), 47–62.
- Artha, R. M., Afrizal, A., & Hamdan, H. (2020). Pengaruh Gaya Kepemimpinan, Etos Kerja, Disiplin dan Motivasi terhadap Kinerja serta dampaknya pada Prestasi Kerja Pegawai pada Kantor Kementerian Agama. *Jurnal Ekonomi dan Manajemen*, 8(3), 129–148.
- Ekhsan, M. (2019). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan. *Jurnal Optimal*, 13(1), 1–13. <https://doi.org/10.33558/optimal.v13i1.1734>
- Gumelar, F., Muchlis, C., & Nugroho, G. W. (2022). Analysis of Human Resources Competence in the Implementation of SAK EMKM on the Quality of MSME Financial Reports: Combination Method. *JASa (Jurnal Akuntansi, Audit dan Sistem Informasi Akuntansi)*, 6(1), 77–90.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta: Penerbit Rajawali Pers.
- Kurniawan, F. L. (2024). Pengaruh stress kerja dan beban kerja terhadap kinerja karyawan di Jakarta. *Jurnal Manajemen dan (VOL 6, ISSUE 1)*. <https://doi.org/10.24912/jmk.v6i1.28586>

- Liyas, J. N., & Primadi, R. (2017). Pengaruh Disiplin Kerja terhadap Kinerja Karyawan pada Bank Perkreditan Rakyat. *Al Masraf: Jurnal Lembaga Keuangan Dan Perbankan*, 2(1), 17–26.
- Nova, S. (2017). *Pengaruh disiplin kerja terhadap kinerja karyawan pada pt. suka fajar pekanbaru*. *Jurnal Manajemen dan Bisnis*, 2(2), 2–13.
- Nurjaya, Denok, S., & Arga, T. (2021). Pengaruh Etos Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Kehutanan Dan Perkebunan Kota Bogor. *Jurnal Manajemen*, 4(2), 172–184.
- Ramli, & Widarto. (2017). Pengaruh Motivasi dan Etos Kerja terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Kapuas. *Jurnal Ilmu Administrasi Dan Manajemen*, 4(3), 109–128.
- Ritonga, S. (2019). Pengaruh Iklim Organisasi dan Etos Kerja Terhadap Kinerja Karyawan PT. Charoen Pokphand Indonesia Medan Dengan Motivasi sebagai Variabel Intervening. *Jurnal Manajemen Dan Bisnis*, 19, 14–27. <https://doi.org/10.54367/jmb.v19i1.463>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Dan Kualitatif*. Alfabeta.
- Suryantha, I. K. A., Sapta, I. K. S., & Landra, N. (2025). Pengaruh Motivasi Kerja, Disiplin Kerja Dan Etos Kerja Terhadap Kinerja Karyawan pada Perusahaan Bali Luwung Gianyar. *Jurnal Emas*, 6(3), 634–645. <https://doi.org/10.36733/emas.v6i3.11399>
- Wahyudi. (2019). Pengaruh Disiplin Dan Motivasi Terhadap Kinerja Karyawan Cv. Andalas Jaya Tugumulyo. *Journal of Economics and Business*, 2(3), 351–360. <https://doi.org/10.5281/zenodo.3269399>
- Wahid, I. A. (2016). *Pengaruh motivasi, etos kerja dan disiplin kerja terhadap kinerja pegawai negeri sipil (PNS) pada Dinas Kehutanan dan Perkebunan Kabupaten Morowali*. Neliti. <https://media.neliti.com/media/publications/148383-ID-pengaruh-motivasi-etos-kerja-dan-disipli.pdf>
- Yulia, N., Anggo, R., & Yudi, R. (2017). Analisis Pengaruh Etos Kerja, Lingkungan Kerja, Dan Kompetensi Karyawan terhadap Produktivitas Kerja (Studi Kasus Pada Pt Indosat Tbk Pangkalpinang). *Jurnal Ilmu Manajemen dan Bisnis*, 17(2), 38–48. www.stie-ibek.ac.id
- Yuliantari, K., & Prasasti, I. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada LLDIKTI Wilayah III Jakarta. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 4(1), 76–82. <https://doi.org/10.31294/widyacipta.v4i1.7699>
- Hair, J. F. et. al. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Los Angeles
- Luisri, L., & Siagian, H. (2017). *Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan PT Borwita Citra*