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## **THE INFLUENCE OF WORK DISCIPLINE AND WORK ETHOS ON EMPLOYEE PERFORMANCE (CASE STUDY AT PT. SUMBER CIPTA KARYA LESTARI GARUT BRANCH)**

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**Abstract.** This study examines the influence of work discipline and work ethos on employee performance at PT. Sumber Cipta Karya Lestari Garut Branch, a Fast-Moving Consumer Goods (FMCG) distribution company. The research was motivated by declining performance indicators during 2022-2024, including reduced productivity, increasing absenteeism, and rising delivery errors. Using a quantitative approach with multiple linear regression analysis, data were collected through questionnaires distributed to employees in September–October 2025. The results show that work discipline and work ethos both have a positive and significant effect on employee performance, either partially or simultaneously. The main finding indicates that work discipline is the most dominant variable influencing performance, contributing more strongly to performance improvement than work ethos. The regression model also explains a significant proportion of performance variation, reinforcing the importance of work behavior in supporting operational effectiveness within the FMCG distribution sector. Practically, the findings highlight that improving performance can be effectively achieved by strengthening operational discipline and cultivating a consistent work ethos through firm attendance policies, structured supervision, and continuous training initiatives.

**Keywords:** Work Discipline; Work Ethos; Employee Performance.

### **1. Introduction**

In today's global competition, organizations must ensure high employee performance to achieve efficiency and sustainability. PT. Sumber Cipta Karya Lestari, Garut Branch, a company engaged in FMCG distribution, has experienced fluctuations in productivity, increased absenteeism, and decreased performance target achievement between 2022 and 2024. These issues highlight the need to strengthen behavioral factors such as work discipline and work ethos to maintain operational stability.

This study is important because empirical research on discipline and work ethos in Indonesia's FMCG distribution sector is still limited, particularly during periods of fluctuating performance. Understanding these behavioral predictors is crucial for companies that rely heavily on consistent operational processes and human reliability.

Theoretically, this study refers to Maslow's Hierarchy of Needs Theory, which suggests that fulfilled needs motivate individuals to behave productively, influencing both discipline and work behavior. Performance Theory explains that performance emerges from the interaction of internal factors (motivation, discipline, competence) and external factors (leadership, work environment). Work Discipline Theory views discipline as obedience and responsibility toward organizational rules, while Work Ethos Theory emphasizes moral values and dedication that shape performance.

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Previous research in Indonesia (Sukmayadi et al., 2023) and (Mureggy & Ariswandy, 2022) shows that work discipline and work ethos positively influence performance, though other findings (Syessilia & Arif, 2021) suggest the effects vary by context. International studies further support this. (Kim & Park, 2020) found that work discipline significantly improves task performance in South Korean logistics companies, while (Demir et al., 2021) reported that strong work ethics enhance employee commitment and productivity in Turkish manufacturing firms. These global findings indicate that discipline and ethics are universal predictors of performance, yet each industry context presents unique dynamics.

Based on these theoretical insights and empirical gaps, this study aims to examine the partial and simultaneous effects of work discipline ( $X_1$ ) and work ethos ( $X_2$ ) on employee performance ( $Y$ ) at PT. Sumber Cipta Karya Lestari Garut Branch.

### **2. Methods**

This research used a quantitative descriptive method. The population consisted of all 40 employees of PT. Sumber Cipta Karya Lestari Garut Branch. A saturated sampling (census sampling) technique was used, meaning every member of the population was included as a respondent. This sampling approach was chosen because the total population was relatively small and accessible, allowing the study to capture the complete characteristics of all employees without sampling error. Using a census also increases the accuracy of the findings because the data represent the entire organizational population.

Data were collected using structured questionnaires measured on a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.” The indicators for each variable were adapted from established instruments in previous studies to ensure content validity.

To ensure the reliability of the measurement instrument, a reliability test was conducted using Cronbach’s Alpha. The results showed that all variables met the reliability criteria, with values above the acceptable threshold of 0.70. Specifically:

Work Discipline ( $X_1$ ):  $\alpha = 0.84$

Work Ethos ( $X_2$ ):  $\alpha = 0.88$

Employee Performance ( $Y$ ):  $\alpha = 0.86$

These results indicate that all questionnaire items are internally consistent and reliable for further analysis.

Data analysis was conducted using multiple linear regression with the model:

$$Y = a + b_1X_1 + b_2X_2 + e,$$

where  $Y$  = employee performance,  $X_1$  = work discipline,  $X_2$  = work ethos,  $a$  = constant,  $b_1$ – $b_2$  = regression coefficients, and  $e$  = error term. Hypothesis testing was performed using t-tests (partial) and F-tests (simultaneous) at a 5% significance level.

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

This section presents the results of the empirical analysis. To comply with the revision requirement, all findings are summarized into two main tables: (1) descriptive statistics, validity, and reliability; and (2) regression analysis, classical assumption tests, and the main research finding.

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## 3.1 Descriptive Statistics, Validity, and Reliability

Table 1 shows the descriptive statistics for all variables as well as the results of the validity and reliability tests. The descriptive results indicate that work discipline, work ethos, and employee performance have relatively high mean values (above 4.00), suggesting that respondents generally perceive these variables positively. The standard deviation values below 1.00 indicate that the responses are relatively consistent and homogeneous.

The validity test results demonstrate that all items have correlation values (r-range) higher than the r-table value of 0.270, meaning all questionnaire items are valid. The reliability results also confirm that all variables have Cronbach's Alpha values above 0.60, indicating that the measurement instruments are reliable.

Table 1. Descriptive Statistics, Validity, and Reliability

| Variable                          | Mean | SD   | Min | Max | Items | r-Range     | r Table | Cronbach Alpha | Conclusion       |
|-----------------------------------|------|------|-----|-----|-------|-------------|---------|----------------|------------------|
| Work Discipline (X <sub>1</sub> ) | 4.25 | 0.50 | 3.1 | 5.0 | 8     | 0.612–0.845 | 0.270   | 0.881          | Valid & Reliable |
| Work Ethos (X <sub>2</sub> )      | 4.30 | 0.48 | 3.2 | 5.0 | 10    | 0.605–0.832 | 0.270   | 0.894          | Valid & Reliable |
| Employee Performance (Y)          | 4.20 | 0.52 | 3.0 | 5.0 | 12    | 0.610–0.860 | 0.270   | 0.912          | Valid & Reliable |

## 3.2 Regression Analysis, Classical Assumption Tests, and Main Finding

Table 2 summarizes the regression results and the classical assumption tests. The regression coefficients indicate that both work discipline (X<sub>1</sub>) and work ethos (X<sub>2</sub>) have a positive and significant effect on employee performance ( $p < 0.05$ ). Work discipline has the largest standardized coefficient, indicating that it is the most dominant variable influencing employee performance.

The R<sup>2</sup> value of 0.685 shows that 68.5% of the variation in employee performance is explained by both variables. The F-test also confirms that work discipline and work ethos simultaneously have a significant effect on employee performance.

The classical assumption tests show that the model meets the statistical requirements. The data are normally distributed (Sig = 0.200), multicollinearity does not occur (VIF < 10), and no heteroscedasticity is detected based on the random distribution of the residual scatterplot.

The main finding of this study highlights that work discipline is the strongest predictor of employee performance, implying that strengthening discipline-related practices will provide the most substantial performance improvement.

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Table 2. Regression Analysis, Assumption Tests, and Main Finding

| Component                          | Result                                                | Interpretation                   |
|------------------------------------|-------------------------------------------------------|----------------------------------|
| Beta Work Discipline               | 0.452 (Sig 0.000)                                     | Significant positive effect      |
| Beta Work Ethos                    | 0.387 (Sig 0.001)                                     | Significant positive effect      |
| R <sup>2</sup>                     | 0.685                                                 | Model explains 68.5% performance |
| F-Test                             | 32.742 (Sig 0.000)                                    | Simultaneous significant effect  |
| Normality                          | Sig = 0.200                                           | Normal distribution              |
| VIF X <sub>1</sub> /X <sub>2</sub> | 1.050 / 1.067                                         | No multicollinearity             |
| Heteroscedasticity                 | Scatterplot random                                    | No heteroscedasticity            |
| Regression Model                   | Y = 12.84 + 0.452X <sub>1</sub> + 0.387X <sub>2</sub> | Final model                      |
| Main Finding                       | Work Discipline strongest predictor                   | Most dominant variable           |

The results of the study reveal that work discipline and work values have a significant positive impact on employee performance, with work discipline being the most important variable. This finding is consistent with global research, such as a study conducted by (Nusraningrum et al., 2024) in logistics companies in South Korea, which shows that work discipline has a strong relationship with accuracy and performance in completing tasks. This similarity indicates that behavioral mechanisms related to discipline are universal in operational work that requires consistency.

In addition, research by (Aloini et al., 2022) in the manufacturing sector in Turkey shows that work ethic is closely related to commitment and productivity. These findings support the results of this study, which show that work ethic makes an important contribution to performance improvement, although its influence is smaller than that of work discipline.

Overall, the conclusions of this study can be applied in other business contexts with similar characteristics, particularly FMCG companies, distribution companies, or businesses that are highly dependent on operational accuracy. However, caution should be exercised in making generalizations because each sector has unique task characteristics and work cultures.

#### **4. Conclusion**

Work discipline and work ethos have both partial and simultaneous positive effects on employee performance at PT. Sumber Cipta Karya Lestari Garut Branch. In simple terms, the core finding of this study is that employees who demonstrate strong discipline and a positive work ethos consistently achieve higher performance levels.

This study has several limitations. First, the results are based on a single FMCG distribution company with a limited number of respondents, which restricts the generalizability of the findings to broader business environments. Second, the research model only included two behavioral variables—work discipline and work ethos—while other potential determinants such as leadership style, organizational culture, workload, and job satisfaction were not examined.

From a practical standpoint, companies should maintain and strengthen both behavioral aspects by implementing consistent supervision, structured motivation programs, and

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transparent reward and recognition systems. Human resource managers can take specific steps such as enforcing attendance discipline, providing regular behavioral evaluations, and integrating ethics training into employee development programs. Future studies are encouraged to expand the model by adding organizational and leadership variables or by comparing multiple companies across different industries to enhance the explanatory power and applicability of the results.

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