



RESEARCH ARTICLE

Analysis of Work Ethics, Work Discipline, and Work Motivation on Employee Performance at PT Ghalia Creative Indonesia

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ABSTRACT

This study aims to identify and analyze the effects of work ethics, work discipline, and work motivation on employee performance at PT Ghalia Creative Indonesia. The research employs a quantitative method, with data analysis conducted using multiple linear regression. The sample consists of 46 respondents, selected through a non-probability sampling technique using saturated sampling. The results of the partial tests indicate that: (1) work ethics have a positive and significant effect on employee performance, with a calculated t value (2.247) greater than the t table value (1.68195) and a significance value of $0.030 < 0.05$; (2) work discipline has a positive and significant effect on employee performance, with a calculated t value (3.274) greater than the t table value (1.68195) and a significance value of $0.002 < 0.05$; and (3) work motivation has a positive and significant effect on employee performance, with a calculated t value (2.888) greater than the t table value (1.68195) and a significance value of $0.006 < 0.05$. Simultaneously, work ethics, work discipline, and work motivation have a positive and significant effect on employee performance at PT Ghalia Creative Indonesia, with a calculated F value (81.825) greater than the F table value (2.83) and a significance value of $0.000 < 0.05$. The coefficient of determination (Adjusted R Square) indicates that 84.3% of employee performance is explained by work ethics, work discipline, and work motivation, while the remaining 15.7% is influenced by other factors not examined in this study.

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Introduction

Employee performance serves as a key indicator that shows the extent to which human resources are able to make a tangible contribution to achieving the company's vision and mission. Performance is not only assessed based on the amount of work completed, but also on the quality of outcomes, timeliness, creativity, and compliance with applicable standards. According to Silaen et al. (2021), employees can work effectively when they have high performance, enabling them to produce good work results. Employee performance is one of the determining factors in the success of an

organization in achieving its goals. Performance improvement cannot be realized without proper management that can encourage institutional efforts to enhance performance. Therefore, employee performance must receive serious attention from organizational leaders, as a decline in employee performance can affect overall organizational performance.

PT Ghania Creative Indonesia offers services that combine creative design, modern technology, and a deep understanding of client needs. Employee performance appraisal at PT Ghania Creative Indonesia is a performance control process that is evaluated based on specific standards. Performance appraisal is conducted effectively to guide employee behavior in producing high-quality services. However, field observations indicate that employee performance has not yet met the company's expectations, thus requiring evaluation and improvement in terms of work ethics, discipline, and motivation so that employee performance can increase and meet the established standards. Work ethics refer to a set of values and principles- that regulate individual behavior in the workplace. This concept is closely related to how individuals perceive and carry out their duties and responsibilities professionally.

Individuals who demonstrate ethical work behavior do not only focus on achieving maximum results, but also consider the impact of their actions on others and the surrounding environment (Sunyoto, 2025). Thus, ethics can be defined as attitudes and behaviors that reflect an individual's conscious willingness to comply with applicable rules and norms within an organization. This is manifested in how individuals perform their duties and authority in accordance with regulations, safeguard company information, and develop a strong work ethics that can enhance performance (Yulianti & Meutia, 2020). In addition to work ethics, another factor that can influence employee performance is work discipline. Work discipline creates orderliness and compliance with procedures, ensuring that every work process runs efficiently and in line with targets. According to Telambanua et al. (2024), discipline is a condition that motivates or encourages employees to act and carry out all activities in accordance with established rules. Good discipline is reflected in a strong sense of responsibility toward assigned tasks. This means that disciplined employees tend to work more systematically, remain focused, and act responsibly, leading to increased productivity and timely achievement of work goals. Conversely, lack of work discipline often results in delays, declining output quality, and disruption of team workflow, which ultimately reduces overall performance.

When work discipline is high, employees tend to work in a more organized, punctual, and responsible manner, creating a conducive work environment. This condition can enhance work motivation because employees feel that their work is well-directed and appreciated. Work motivation is also one of the factors that can affect employee performance. According to Silaen et al. (2021), motivation is defined as the driving force (energy) within an individual that generates persistence and enthusiasm in carrying out activities, originating either from within the individual or from external sources. The level of individual motivation in achieving goals and job satisfaction can influence performance. High motivation encourages individuals to work optimally, thereby increasing productivity and work quality (Madiistriyatno & Tunnufus, 2024)..

Method

The type of research employed in this study is quantitative research. The data required by the researcher were obtained directly from the research object by distributing questionnaires to the respondents. The analytical techniques used include instrument testing, which consists of validity and reliability tests, as well as data analysis using classical assumption tests, multiple linear regression, and hypothesis testing with data processing carried out using the Statistical Package for the Social Sciences (SPSS) software version 24.0.

Sample Determination

The population that became the object of this study consisted of all employees of PT Ghalia Creative Indonesia, totaling 46 people. The sampling technique applied was saturated sampling, which is a method of determining the sample by involving all members of the population as respondents. The use of this technique was based on the relatively limited population size as well as the consideration to minimize the level of error in the research. Therefore, the number of samples used was in line with

the total population that could be analyzed, namely 46 respondents who met the data processing criteria.

Research Instruments

The research instrument used was a closed-ended questionnaire, in which each question or statement had predetermined answer choices so that respondents did not have the freedom to provide answers outside the available options. The measurement scale used was a five-point Likert scale, ranging from a score of 1 indicating “Strongly Disagree” to a score of 5 indicating “Strongly Agree.” Overall, the questionnaire consisted of 40 statements grouped into four research variables. The work ethics variable was measured through 8 statements covering aspects of valuing relationships, discipline, commitment to the organization, and attendance. The work discipline variable consisted of 8 statements used to measure compliance with all company regulations, effective use of time, responsibility in carrying out duties, and absenteeism levels. Furthermore, the work motivation variable was measured using 8 statements covering physical and physiological needs, safety needs, appreciation, and self-actualization. Meanwhile, the employee performance variable comprised 16 statements measuring work quantity, work quality, knowledge, creativity, cooperation, independence, initiative, and reliability. In addition to primary data obtained through questionnaires, this study also used secondary data sourced from scientific journals, reference books, and previous relevant research reports related to work ethics, work discipline, work motivation, and employee performance at PT Ghalia Creative Indonesia.

Operational Definition of Variables

1. Employee performance is the actual result achieved by an employee in carrying out their duties and responsibilities in accordance with the standards set by the company, in terms of quality, quantity, timeliness, and work behavior.
2. Work ethics is a set of values, principles, and moral attitudes that serve as a guide for individuals in carrying out their duties and responsibilities in the work environment.
3. Employee work discipline is an individual’s personal commitment and willingness to consistently and voluntarily comply with the rules, procedures, and work standards applicable within the organization.
4. Work motivation is a driving force that arises both from within an individual and from the surrounding environment, which encourages a person to work diligently, purposefully, and consistently in order to achieve certain goals.

All indicators are measured using a 5-point Likert scale.

Instrument Test

Before the analysis was carried out, all questionnaire items were tested using,

1. Item validity was assessed using item-total correlation, with a minimum threshold of $r > 0.30$.
Data analysis confirmed the validity of all items.
2. Test reliability using Cronbach's Alpha ($\alpha \geq 0.60$).

Analysis Approach

This study uses an associative quantitative approach, namely an approach that aims to test the relationship and influence between independent variables (*work ethics, work discipline, and work motivation*) on the dependent variable (*performance*).

1. Descriptive statistics to describe the respondent profile and the average value of each variable.
2. Test assumptions classic , which consists of:
 - a. Normality test
 - b. Multicollinearity test
 - c. Heteroscedasticity test
 - d. Autocorrelation test
3. Multiple linear regression analysis
To test the influence of *work ethics, work discipline, and work motivation* on *employee performance* .
4. Hypothesis testing
 - a. T-test : to see the partial influence of each independent variable.

b. F test : for simultaneous influence analysis.

The coefficient of determination (R^2) was used to assess the magnitude of the model's contribution

Results and Discussion

This study focused on employees of PT Ghalia Creative Indonesia as the research subjects. Data collection was conducted through a direct survey in December 2025 with a total of 46 respondents. All data obtained had undergone systematic checking, screening, and cleaning stages to ensure the accuracy and reliability of the analysis. This section presents the research results and discussion comprehensively, including the description of respondents' characteristics, descriptive statistical analysis of the variables of work ethics, work discipline, work motivation, and employee performance, validity and reliability testing of the research instrument, as well as the results of multiple linear regression analysis to examine the relationships among variables. The presentation of the analysis results is supported by tables to make the information clearer and easier to understand.

Respondent Profile and Characteristics

In this study, the respondents consisted of 64 employees of PT Herfinta Farm & Plantation. The results obtained from distributing the questionnaires to these 64 respondents, including respondent characteristics based on gender, age, and education, are presented in the tables below:

Table 1 Description of Respondents Based on Gender

Gender	Frequency (Orang)	Percentage (%)
Man	38	82.61
Woman	8	17.39
Total	46	100.00

The majority of respondents working at PT Ghalia Creative Indonesia are male, which is consistent with the data obtained from the questionnaire responses.

Table 2 Description of Respondents Based on Age

Age	Frequency (Orang)	Percentage (%)
<25	12	26.09
25 – 30	14	30.43
31 – 35	10	21.74
36 – 40	7	15.22
>40	3	6.52
Total	46	100.00

The majority of respondents working at PT Ghalia Creative Indonesia are between 25 s/d 30 years old. This indicates that most employees are still in their productive age, which is expected to result in better performance compared to employees who are no longer in their prime, as employee performance tends to decline with increasing age.

Table 3 Description of Respondents Based on Education Level

Education	Frequency	Percentage
SLTA	7	15.22
D3	4	8.70
S1	32	69.56
S2	3	6.52
Total	46	100.00

The majority of respondents working at PT Ghalia Creative Indonesia hold a Bachelor's degree (S1). With most employees having an S1 educational background, the company benefits from a workforce that possesses strong skills and competencies, enabling them to effectively carry out all tasks assigned by the organization.

Descriptive Statistics of Variables

Descriptive statistics were used to summarize the characteristics of each variable before further analysis. Each variable was measured using a 1-5 Likert scale, based on statements in the questionnaire.

Table 4 Descriptive Statistics of Research Variables

	Min	Max	Mean	SD
Work Ethics	16	38	28.9565	5.62912
Work Discipline	18	38	28.8043	5.64356
Work Motivation	21	38	29.3478	4.74326
Performance	40	76	58.7826	10.05963

Based on the data processing using SPSS, descriptive statistical results for each variable, both independent and dependent variables, were obtained as follows:

The work ethics variable has a minimum value of 16 and a maximum value of 38, with a mean value of 28.9565 and a standard deviation of 5.62912.

The work discipline variable has a minimum value of 18 and a maximum value of 38, with a mean value of 28.8043 and a standard deviation of 5.64356.

The work motivation variable has a minimum value of 21 and a maximum value of 38, with a mean value of 29.3478 and a standard deviation of 4.74326.

The employee performance variable has a minimum value of 40 and a maximum value of 76, with a mean value of 58.7826 and a standard deviation of 10.05963.

Classical Assumption Test

Normality Test

The normality test is used to determine whether the distribution of the dependent variable for each value of the independent variable follows a normal distribution. The normality test used in this study was conducted using the One-Sample Kolmogorov–Smirnov statistical test.

Table 5 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		46
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.84509624
Most Extreme Differences	Absolute	.096
	Positive	.096
	Negative	-.066
Test Statistic		.096
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the test results, the Asymp. Sig. value obtained was 0.200, which means that the Asymp. Sig. value of 0.200 is greater than 0.05. Therefore, it can be concluded that the residual data used in this study are normally distributed.

Multicollinearity Test

The multicollinearity test aims to examine whether there is a correlation among the independent variables in the regression model. Multicollinearity is tested by observing the Tolerance value and the Variance Inflation Factor (VIF). A regression model is considered free from multicollinearity if the Tolerance value is greater than 0.1 or the VIF value is less than 10. The following are the results of the multicollinearity test conducted using SPSS Version 24.0

Table 6 Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Work Ethics	0.310	3.229	No Multicollinearity

Work Discipline	0.203	4.930	No Multicollinearity
Work Motivation	0.285	3.509	No Multicollinearity

Based on the test results, the tolerance value for each independent variable was greater than 0.1 and the VIF value for each independent variable was less than 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in the regression model.

Heteroscedasticity Test

Heteroscedasticity refers to the condition in which the variance of the residuals is not constant across all observations in the regression model. In this study, the heteroscedasticity test was conducted using a scatter plot graph.

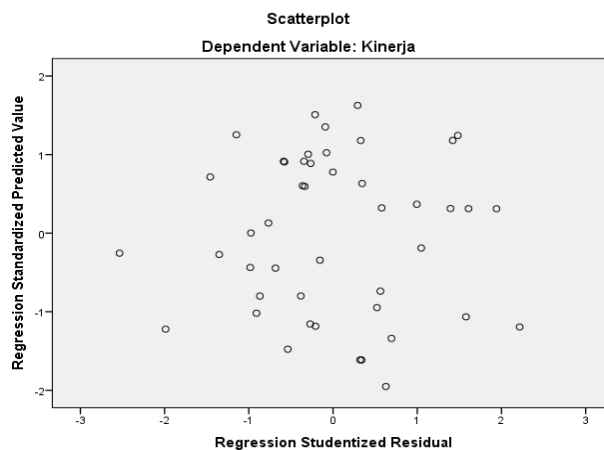


Figure 1. Scatter Plot

Based on the observations of the graph, the data points are scattered randomly and do not form any specific pattern. This condition indicates the absence of heteroscedasticity, suggesting that the regression model used meets the criteria for adequacy.

Instrument Validity and Reliability Test

Validity Test

This test was conducted to determine whether each statement in the questionnaire for every research indicator was valid or not. The basis of the analysis is that if the corrected item-total correlation value is greater than 0.3, the statement item can be considered valid.

Table 7 Results of the Work Ethics Validity Test

	Corrected Item-Total Correlation	Standar	Result
P1	0.579	0.30	Valid
P2	0.599	0.30	Valid
P3	0.493	0.30	Valid
P4	0.510	0.30	Valid
P5	0.483	0.30	Valid
P6	0.334	0.30	Valid
P7	0.675	0.30	Valid
P8	0.455	0.30	Valid

The results of the test conducted indicate that each statement item of the work ethics variable used in this study can be considered valid and suitable for use in further analysis.

Table 8 Results of the Work Discipline Validity Test

	Corrected Item-Total Correlation	Standar	Result
P1	0.612	0.30	Valid

P2	0.551	0.30	Valid
P3	0.595	0.30	Valid
P4	0.402	0.30	Valid
P5	0.577	0.30	Valid
P6	0.413	0.30	Valid
P7	0.409	0.30	Valid
P8	0.600	0.30	Valid

The results of the test conducted indicate that each statement item of the work discipline variable used in this study can be considered valid and suitable for use in further analysis.

Table 9 Results of the Work Motivation Validity Test

	Corrected Item-Total Correlation	Standar	Result
P1	0.398	0.30	Valid
P2	0.752	0.30	Valid
P3	0.497	0.30	Valid
P4	0.484	0.30	Valid
P5	0.576	0.30	Valid
P6	0.616	0.30	Valid
P7	0.352	0.30	Valid
P8	0.653	0.30	Valid

The results of the test conducted indicate that each statement item of the work motivation variable used in this study can be considered valid and suitable for use in further analysis.

Table 10 Results of the Performance Validity Test

	Corrected Item-Total Correlation	Standar	Result
P1	0.542	0.30	Valid
P2	0.604	0.30	Valid
P3	0.596	0.30	Valid
P4	0.508	0.30	Valid
P5	0.482	0.30	Valid
P6	0.497	0.30	Valid
P7	0.552	0.30	Valid
P8	0.635	0.30	Valid
P9	0.659	0.30	Valid
P10	0.603	0.30	Valid
P11	0.425	0.30	Valid
P12	0.680	0.30	Valid
P13	0.633	0.30	Valid
P14	0.656	0.30	Valid
P15	0.614	0.30	Valid
P16	0.627	0.30	Valid

The results of the test conducted indicate that each statement item of the employee performance variable used in this study can be considered valid and suitable for use in further analysis

Reliability Test

The reliability coefficient of the instrument is intended to assess the consistency of respondents' answers to the statement items. An instrument is considered reliable if it has a Cronbach's Alpha value greater than 0.60. The calculation of reliability using Cronbach's Alpha was conducted with the assistance of IBM SPSS version 24.0.

Table 11 Reliability Test Results

Variabel	Alpha Cronbach	Standart	Result
Work Ethics (X ₁)	0.788	0.6	Reliable

Work Discipline (X ₂)	0.804	0.6	Reliable
Work Motivation (X ₃)	0.812	0.6	Reliable
Performance (Y)	0.905	0.6	Reliable

Based on the test results obtained, it can be seen that all research variables have Cronbach's Alpha values greater than 0.60, which means they can be considered reliable and suitable for use in further testing.

Multiple Linear Regression Analysis

Regression was conducted to test the influence of work ethics (X₁), work discipline (X₂), and work motivation (X₃) on performance (Y). The regression results provide a clear picture of which factors most dominantly influence work discipline at PT Ghalia Creative Indonesia.

Table 12 Multiple Linear Regression Results

Model		Coefficients ^a	
		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	4.594	3.776
	Work Ethics	.425	.189
	Work Discipline	.764	.233
	Work Motivation	.677	.234

a. Dependent Variable: Performance

Based on the analysis presented in the previous table, the regression model equation is as follows:

$$Y = 4.594 + 0,425X_1 + 0,764X_2 + 0,677X_3$$

From the resulting regression equation, several points can be explained as follows:

The constant value of 4.594 indicates that if the work ethics (X₁), work discipline (X₂), and work motivation (X₃) variables are all zero, performance (Y) value will be 4.594 units.

The regression coefficient for the work ethics variable (X₁) of 0.425 indicates a positive effect on performance (Y). In other words, every one-unit or 1% increase in X₁ is followed by an increase in Y of 0.425 units or 42.5%, assuming other variables remain constant.

The regression coefficient for the work discipline variable (X₂) of 0.764 indicates a positive effect on performance (Y). In other words, every one-unit or 1% increase in X₂ is followed by an increase in Y of 0.764 units or 76.4%, assuming other variables remain constant.

The regression coefficient for the work motivation variable (X₃) of 0.677 indicates a positive effect on performance (Y). In other words, every one-unit or 1% increase in X₃ is followed by an increase in Y of 0.677 units or 67.7%, assuming other variables remain constant.

T test (Partial Test)

The t-test is used to determine whether the independent variables in the regression model partially have a significant effect on the dependent variable. The decision criterion is that if the calculated t-value is greater than the table t-value and the p-value (Sig-t) is less than 0.05, then the alternative hypothesis (H_a) is accepted. The results of the regression analysis output are presented as follows:

Table 13 Partial Test Results

Model		Coefficients ^a	
		t	Sig.
1	(Constant)	1.217	.231
	Work Ethics	2.247	.030
	Work Discipline	3.274	.002
	Work Motivation	2.888	.006

a. Dependent Variable: Performance

The t-table value was obtained from $df = n - k$, where n is the number of samples and k is the number of constructs/independent variables. Thus, $df = 46 - 4 = 42$. For $df = 42$ at a significance level of 5% (0.05), the t-table value was 1.68195. From the test results, the work ethics variable had a calculated t-value of 2.247 with a Sig-t value of 0.030, which means that the calculated t-value (2.247) is greater than the t-table value (1.68195) and the significance value (0.030) is less than 0.05. Therefore, H1 is accepted and H0 is rejected. It can be concluded that work ethics has a positive and significant partial effect on employee performance at PT Ghania Creative Indonesia.

The work discipline variable had a calculated t-value of 3.274 with a Sig-t value of 0.002, which means that the calculated t-value (3.274) is greater than the t-table value (1.68195) and the significance value (0.002) is less than 0.05. Therefore, H2 is accepted and H0 is rejected. It can be concluded that work discipline has a positive and significant partial effect on employee performance at PT Ghania Creative Indonesia. Meanwhile, the work motivation variable had a calculated t-value of 2.888 with a Sig-t value of 0.006, which means that the calculated t-value (2.888) is greater than the t-table value (1.68195) and the significance value (0.006) is less than 0.05. Therefore, H3 is accepted and H0 is rejected. It can be concluded that work motivation has a positive and significant partial effect on employee performance at PT Ghania Creative Indonesia.

F test (Simultaneous Test)

The F-test is used to determine whether all independent variables included in the model simultaneously have a significant effect on the dependent variable. The decision criterion is that if the calculated F-value is greater than the table F-value and the p-value (Sig.) is less than 0.05, then the alternative hypothesis (Ha) is accepted.

Table 14 Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3888.512	3	1296.171	81.825	.000 ^b
	Residual	665.314	42	15.841		
	Total	4553.826	45			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Ethics, Work Discipline, Work Motivation						

The F-table value was obtained from $df = n - k - 1$, where n is the number of samples and k is the number of constructs/independent variables. Thus, $df = 46 - 4 - 1 = 41$. For $df = 41$ with 3 numerator degrees of freedom, the F-table value was 2.83. From the test results, the calculated F-value was 81.825, which means that the calculated F-value (81.825) is greater than the F-table value (2.83). Meanwhile, the significance value of 0.000 indicates that $\alpha < 0.05$. This shows that the research results meet the testing criteria. Therefore, it can be concluded that H0 is rejected and H4 is accepted, meaning that work ethics, work discipline, and work motivation simultaneously have a positive and significant effect on employee performance at PT Ghania Creative Indonesia.

Coefficient of Determination

The coefficient of determination test is used to examine the extent to which the independent variables, namely work ethics, work discipline, and work motivation, influence employee performance at PT Ghania Creative Indonesia.

Table 15 Coefficient of Determination Test Results

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.924 ^a	.856	.843
a. Predictors: (Constant), Work Ethics, Work Discipline, Work Motivation			
b. Dependent Variable: Performance			

Based on the test results, the adjusted coefficient of determination (Adjusted R Square) was 0.843. This indicates that 84.3% of the variation in the dependent variable can be explained by the independent variables included in the model, while the remaining 15.7% is explained by other variables not included in the regression model.

Discussion

The Effect of Work Ethics on Employee Performance at PT Ghania Creative Indonesia

Based on the final test results above, it can be concluded that this study found a positive and significant relationship between work ethics and employee performance at PT Ghania Creative Indonesia. This is evidenced by the partial test results where the calculated t-value (2.247) is greater than the t-table value (1.68195) with a significance value of $0.030 < 0.05$. Thus, H1 is accepted and H0 is rejected, indicating that work ethics has a positive and significant partial effect on employee performance at PT Ghania Creative Indonesia.

In the regression test, the positive correlation value indicates that the better the employees' work ethics, the better their performance. In general, employees with strong work ethics tend to show higher performance compared to those with weaker work ethics. This aligns with Robbins (2020), who states that ethics consist of principles, values, and beliefs that establish standards of right and wrong as well as good and bad behavior in individuals and organizations. In an organizational context, work ethics involves selecting appropriate and beneficial actions, as ethics serve as the moral foundation for decision-making and task execution. When work ethics is internalized, employees tend to be more consistent, motivated, and capable of effective collaboration, leading to improved productivity and work effectiveness.

These findings are consistent with studies by Allo & Sawaji (2024), Nasution & Harianja (2023), Kumaeni et al. (2023), Riyanto et al. (2023), Tanjung et al. (2023), and Kobis et al. (2023), which also found that work ethics has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance at PT Ghania Creative Indonesia

Based on the final test results above, it can be concluded that this study found a positive and significant relationship between work discipline and employee performance at PT Ghania Creative Indonesia. This is shown by the partial test results where the calculated t-value (3.274) is greater than the t-table value (1.68195) with a significance value of $0.002 < 0.05$. Therefore, H2 is accepted and H0 is rejected, indicating that work discipline has a positive and significant partial effect on employee performance at PT Ghania Creative Indonesia.

The positive correlation in the regression test suggests that the better the employees' work discipline, the better their performance. Generally, employees with high work discipline demonstrate better performance than those with low discipline. This is in line with Hasibuan (2018), who defines discipline as an individual's awareness and willingness to comply with all company regulations and applicable social norms. High work discipline enables employees to manage their time effectively, minimize errors, and maintain work rhythm according to organizational targets. Disciplined employees tend to work more systematically, remain focused, and take responsibility for their tasks, resulting in increased productivity and timely achievement of work goals.

These findings are supported by research conducted by Allo & Sawaji (2024), Aminah et al. (2024), Izzah & Nugraheni (2024), Robain et al. (2024), Nasution & Harianja (2023), Kumaeni et al. (2023), Riyanto et al. (2023), Burhanudin et al. (2023), and Waruwu et al. (2022), which also concluded that work discipline has a positive and significant effect on employee performance.

The Effect of Work Motivation on Employee Performance at PT Ghania Creative Indonesia

Based on the final test results above, it can be concluded that this study found a positive and significant relationship between work motivation and employee performance at PT Ghania Creative Indonesia. This is demonstrated by the partial test results where the calculated t-value (2.888) is greater than the t-table value (1.68195) with a significance value of $0.006 < 0.05$. Thus, H3 is accepted and H0 is rejected, indicating that work motivation has a positive and significant partial effect on employee performance at PT Ghania Creative Indonesia.

The positive correlation in the regression analysis indicates that the higher the employees' motivation, the better their performance. Generally, highly motivated employees perform better than

those with low motivation. This is consistent with Azan et al. (2021), who describe motivation as a psychological condition that stimulates, encourages, and drives individuals to perform activities in order to achieve desired goals. Employees with high motivation tend to exert maximum effort, seek the best ways to complete their tasks, and persist when facing challenges. This drive makes them more productive, creative, and capable of producing high-quality output.

These findings are in line with studies by Izzah & Nugraheni (2024), Basyid (2024), Robain et al. (2024), Kumaeni et al. (2023), Tanjung et al. (2023), Burhanudin et al. (2023), and Waruwu et al. (2022), which also found that work motivation has a positive and significant effect on employee performance.

The Combined Effect of Work Ethics, Work Discipline, and Work Motivation on Employee Performance at PT Ghania Creative Indonesia

Based on the final test results above, it can be concluded that this study found a positive and significant simultaneous relationship between work ethics, work discipline, and work motivation and employee performance at PT Ghania Creative Indonesia. This is evidenced by the simultaneous test results where the calculated F-value (81.825) is greater than the F-table value (2.83) with a significance value of $0.000 < 0.05$. Therefore, H4 is accepted and H0 is rejected, indicating that work ethics, work discipline, and work motivation simultaneously have a positive and significant effect on employee performance at PT Ghania Creative Indonesia.

Performance refers to the quality and quantity of work achieved by an employee in carrying out assigned duties and responsibilities. Several factors influence employee performance, three of which are work ethics, work discipline, and work motivation (Kusuma et al., 2023). These three factors interact to shape employee performance. Work ethics provides a foundation of values and professional attitudes, work discipline ensures orderliness and compliance with rules, while work motivation drives enthusiasm and consistency in achieving targets. Together, they create a synergy that encourages employees to work with high quality, productivity, and responsibility, ultimately enabling the organization to achieve its goals.

These findings are consistent with Kumaeni et al. (2023), who also concluded that work ethics, work discipline, and work motivation collectively influence employee performance.

Conclusions and Recommendations

Based on the results of the analysis and discussion, several conclusions can be drawn from this study on the effect of work ethics, work discipline, and work motivation on employee performance:

1. Work ethics partially has a positive and significant effect on employee performance at PT Ghania Creative Indonesia.
2. Work discipline partially has a positive and significant effect on employee performance at PT Ghania Creative Indonesia.
3. Work motivation partially has a positive and significant effect on employee performance at PT Ghania Creative Indonesia.
4. Work ethics, work discipline, and work motivation simultaneously have a positive and significant effect on employee performance at PT Ghania Creative Indonesia.

Based on the results of the study which indicate that work ethics, work discipline, and work motivation have a positive and significant effect on employee performance at PT Ghalia Creative Indonesia, the following recommendations are proposed:

1. For the Management of PT Ghalia Creative Indonesia
 - a. Improving Work Ethics

The company is encouraged to continuously instill work ethics values in employees through training programs, socialization of organizational culture, and exemplary behavior from leaders. This can be implemented through character development programs, a clear code of ethics, and regular evaluation of employees' work behavior.

- b. Strengthening Work Discipline

Management should consistently enforce rules and work procedures in a fair and transparent manner. Firm sanctions for violations and rewards for disciplined employees are expected to improve compliance with company regulations and ultimately enhance employee performance.

c. Enhancing Work Motivation

The company is advised to increase employee motivation by implementing a fair reward system, providing career development opportunities, creating a supportive work environment, and fostering effective communication between management and employees. Incentives, performance-based recognition, and appreciation of achievements can also help boost employee morale and motivation.

2. For Employees

Employees are expected to improve their work ethics, discipline, and motivation independently by demonstrating professionalism, responsibility, and strong commitment to their work and organizational goals..

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