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**THE IMPACT OF WORK DISCIPLINE AND MOTIVATION ON SERVICE  
PERFORMANCE: WORK ETHIC AS A MODERATOR IN THE AGRICULTURAL  
OFFICE OF TAMBRAUW REGENCY**

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**Abstract.** *This study aims to analyze the influence of work discipline and work motivation on service performance, with work ethic as a moderating variable, among employees at the Department of Agriculture, TambrauW Regency. Using a quantitative research approach, data were collected from all 60 employees through questionnaires, interviews, and documentation. The results indicate that both work discipline and motivation have a significant positive effect on service performance, both partially and simultaneously. Moreover, work ethic is found to strengthen the relationship between work discipline and service performance, but does not significantly moderate the relationship between work motivation and service performance. The findings highlight that work motivation is the dominant factor affecting service performance. These results suggest that improving service performance at the Department of Agriculture requires a balanced strategy that enhances both work motivation and discipline, supported by strong work ethics. The study recommends the implementation of motivational programs, enforcement of discipline policies, and cultivation of organizational values that foster integrity and responsibility among employees to achieve optimal service quality.*

**Abstrak.** Penelitian bertujuan untuk menganalisis pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pelayanan dengan etos kerja sebagai variabel moderasi pada pegawai Dinas Pertanian Kabupaten TambrauW. Pendekatan penelitian yang digunakan adalah kuantitatif, dengan pengumpulan data melalui kuesioner, wawancara, dan dokumentasi terhadap seluruh 60 pegawai. Hasil penelitian menunjukkan bahwa disiplin kerja dan motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pelayanan, baik secara parsial maupun simultan. Selain itu, etos kerja terbukti memperkuat hubungan antara disiplin kerja dan kinerja pelayanan, namun tidak memoderasi hubungan antara motivasi kerja dan kinerja pelayanan. Motivasi kerja ditemukan sebagai faktor dominan yang memengaruhi kinerja pelayanan. Temuan ini merekomendasikan perlunya strategi peningkatan kinerja pelayanan yang menyeimbangkan antara penguatan motivasi dan disiplin kerja, serta didukung oleh pembinaan etos kerja yang kuat. Studi ini menyarankan implementasi program motivasi, penegakan kebijakan disiplin, dan penanaman nilai organisasi yang mendorong integritas serta tanggung jawab pegawai guna mencapai kualitas pelayanan yang optimal.

## INTRODUCTION

The performance of public services is widely recognized as a fundamental benchmark in determining not only the effectiveness and efficiency of government bureaucracy, but also the degree to which government institutions can fulfill the dynamic needs of the community. In agricultural regions such as Tambrauw Regency, the Department of Agriculture plays a pivotal role in supporting farmers, driving regional economic growth, and ensuring food security. The department's responsibilities include the distribution of agricultural assistance, technical guidance, and administrative services for the farming community. However, in recent years, there have been persistent challenges in meeting public expectations for service delivery. Common issues encompass delays in the distribution of resources, lackluster responsiveness to community complaints, and inconsistencies in adhering to administrative procedures (Budi, Irian Sadipun Komber, et al., 2025; Irian Sadipun Komber et al., 2024). These problems are often attributed to factors such as inadequate work discipline, low employee motivation, and insufficient internalization of a strong work ethic among employees. As a result, the quality of public service in the Department of Agriculture has been called into question, prompting the need for a deeper investigation into the factors influencing service performance. Addressing these challenges is essential for ensuring that public services not only meet regulatory standards, but also provide significant value to the communities they serve (Manggalatu *et al.*, 2025; Supardi *et al.*, 2023; Tulung, 2017).

Theoretically, work discipline is considered a primary determinant of employee performance, particularly in public sector organizations where adherence to rules and procedures is paramount. Employees with high levels of work discipline are generally characterized by punctuality, compliance with organizational policies, and consistent achievement of performance targets (Suryani, 2020). In addition, work motivation, encompassing both intrinsic factors (such as personal growth and a sense of achievement) and extrinsic factors (such as rewards and recognition), has been widely recognized as a crucial driver of employee productivity and service quality (Rahmawati & Junaedi, 2019). However, the interplay between these factors and overall service performance is often complex, with other variables potentially mediating or moderating their effects. One such variable is work ethic, which refers to the attitudes, values, and commitment that employees bring to their work. Empirical research has demonstrated that a strong work ethic not only contributes directly to higher performance, but also enhances the positive effects of discipline and motivation (Aulia & Yusuf, 2021). For instance, employees who possess a strong work ethic are more likely to exhibit integrity, perseverance, and accountability, thereby elevating the quality and reliability of public services delivered to the community (Manggalatu, Munzir, & Musriani, 2025; Tulung & Ramdani, 2024; Munzir et al., 2022; Musriani et al., 2022). Despite the growing body of research on these topics, few studies have simultaneously examined the combined effects of work discipline, motivation, and work ethic within the specific context of public agricultural services, particularly in regions with unique socio-economic conditions like Tambrauw.

Given the aforementioned gaps in the literature, this study aims to address the need for a comprehensive analysis of how work discipline and work motivation influence service performance, with work ethic acting as a moderating variable. Specifically, the current research is conducted within the Department of Agriculture in Tambrauw Regency, where empirical evidence on these relationships remains limited. By exploring the interactions among these key variables, the study seeks to provide both theoretical and practical insights for improving public service quality. The following hypotheses are formulated based on the theoretical framework and previous empirical findings: (1) Work discipline

has a positive and significant effect on service performance at the Department of Agriculture, Tandrauw Regency; (2) Work motivation has a positive and significant effect on service performance at the Department of Agriculture, Tandrauw Regency; (3) Work ethic moderates the effect of work discipline on service performance at the Department of Agriculture, Tandrauw Regency; and (4) Work ethic moderates the effect of work motivation on service performance at the Department of Agriculture, Tandrauw Regency. It is anticipated that the results of this research will not only contribute to the advancement of human resource management theories, but also inform the development of targeted policies and interventions aimed at enhancing the quality of public services, particularly in the agricultural sector.

## METHODS

This study utilized a quantitative research approach to examine the effects of work discipline and work motivation on service performance, with work ethic as a moderating variable, among employees of the Department of Agriculture in Tandrauw Regency. The entire population of 60 employees was involved using a census sampling technique, which allows for comprehensive data collection from all relevant respondents (Sugiyono, 2018). Primary data were gathered through structured questionnaires based on validated instruments from previous research (Suryani, 2020; Rahmawati & Junaedi, 2019; Aulia & Yusuf, 2021), and were further supported by interviews and documentation to enhance the validity and reliability of the findings (Creswell, 2014). Instrument reliability and validity were assessed prior to the main data collection process. Data analysis was performed using multiple regression analysis and moderated regression analysis (MRA) to test both direct and moderating effects, employing SPSS software for statistical processing (Ghozali, 2016). The results were interpreted in the context of existing literature, forming the basis for practical recommendations to improve the quality of public services in the Department of Agriculture, Tandrauw Regency.

## RESULTS AND DISCUSSION

Data analysis was performed using multiple regression and moderated regression analysis (MRA) to test the direct and moderating effects of work discipline, work motivation, and work ethic on service performance among employees of the Department of Agriculture, Tandrauw Regency. A total of 60 respondents participated in the survey, and the data met the criteria for validity and reliability.

**Table 1.** shows the descriptive statistics for each variable.

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Discipline	60	2.80	4.90	3.95	0.47
Work Motivation	60	2.70	4.85	4.10	0.44
Work Ethic	60	2.90	4.95	4.05	0.50
Service Performance	60	2.75	4.80	4.00	0.46

Based on the descriptive statistical analysis of 60 respondents, all variables show relatively high mean scores, indicating positive perceptions among respondents. Work Motivation has the highest mean value (4.10), followed by Work Ethic (4.05), Service Performance (4.00), and Work Discipline (3.95). This suggests that employees generally demonstrate strong motivation, ethical standards, and service performance. The standard deviation values range from 0.44 to 0.50, indicating relatively low variability

in responses and suggesting that respondents' answers are fairly homogeneous. Overall, the data reflect a consistent and positive assessment across all research variables.

**Table 2.** The results of the multiple regression analysis

Variable	Unstandardized B	Std. Error	t	Sig.
(Constant)	0.520	0.345	1.507	0.137
Work Discipline	0.352	0.091	3.868	0.000
Work Motivation	0.275	0.108	2.546	0.014
Work Ethic (Moderator)	0.228	0.094	2.426	0.018
Discipline × Work Ethic	0.134	0.061	2.197	0.032
Motivation × Work Ethic	0.119	0.058	2.052	0.044

The results of the moderated regression analysis indicate that Work Discipline and Work Motivation have positive and significant effects on Service Performance. Work Discipline shows a regression coefficient of 0.352 ( $p = 0.000$ ), indicating that higher discipline significantly improves service performance. Similarly, Work Motivation has a positive coefficient of 0.275 ( $p = 0.014$ ), meaning that increased motivation contributes significantly to better performance. Work Ethic, as a moderating variable, also has a significant direct effect on Service Performance ( $\beta = 0.228$ ,  $p = 0.018$ ). Furthermore, the interaction terms between Discipline × Work Ethic ( $\beta = 0.134$ ,  $p = 0.032$ ) and Motivation × Work Ethic ( $\beta = 0.119$ ,  $p = 0.044$ ) are both significant. This indicates that Work Ethic strengthens the influence of Work Discipline and Work Motivation on Service Performance. In other words, employees with a stronger work ethic tend to translate discipline and motivation into higher levels of service performance more effectively. The Adjusted  $R^2$  value of 0.698 suggests that 69.8% of the variance in Service Performance is explained by the independent variables and their interaction terms, while the remaining 30.2% is influenced by other factors outside the model. This indicates that the model has strong explanatory power.

### **Work Motivation and Work Discipline simultaneously have a significant impact on Service Performance.**

The results of the analysis indicate that work discipline has a positive and significant effect on service performance in the Department of Agriculture, Tambrauw Regency. This finding is evidenced by the regression results ( $B = 0.352$ ;  $p < 0.01$ ), showing that higher levels of employee discipline such as compliance with organizational rules, punctuality, and task completion lead to improved quality of public services. This is consistent with the study by Ratnauntarie and Daengs (2024), who found a positive relationship between work discipline (particularly attendance discipline) and employee performance at BPKP East Java Province, accounting for 26.2% of performance variation.

Similarly, Ubaidillah et al. (2025) reported that work discipline and motivation have a significant positive effect on employee performance at the Regional Secretariat of Lebak Regency, with discipline acting as a fundamental driver of performance despite incentives having only an indirect effect through motivation. In Bandar Lampung, research by Fachurozi et al. (2024) highlighted that work discipline significantly improves employee productivity, an essential component of overall performance in public service institutions.

From an international perspective, Andersen et al. (2023) demonstrated that employees informed they were working for a public organization tended to deliver higher-quality work, suggesting that the public sector context and associated norms can reinforce discipline and accountability. In China, Hu et al. (2025) observed that competency, which includes disciplined work behavior, significantly enhances work dynamics, with work resilience acting as an important mediator. Similarly, a study published in *Scientific Reports* (2025) emphasized that psychological capital which encompasses internal discipline, responsibility, and resilience boosts job performance among government employees by increasing work engagement. These contemporary findings consistently highlight the crucial role of work discipline in improving service performance. Strengthening a culture of discipline through effective policy, training, and supervision will therefore be essential for the Department of Agriculture, Tambah Regency, as it seeks to enhance the quality and reliability of public services to the community.

### **Work motivation has a positive and significant impact on service performance.**

The analysis results demonstrate that work motivation significantly and positively influences service performance at the Department of Agriculture, Tambah Regency. The statistical analysis revealed that work motivation ( $B = 0.275$ ,  $p < 0.05$ ) is a strong predictor of improved service quality and employee effectiveness. Motivated employees are more likely to display proactive behaviors, go beyond minimum requirements, and provide responsive service to the public, ultimately enhancing organizational performance.

This finding aligns with research by Pratama and Setiawan (2022), who found that intrinsic and extrinsic motivation both contribute significantly to job performance among government employees, with intrinsic motivation showing a particularly strong effect. Likewise, Yusuf et al. (2023) reported that motivation not only improves task completion and service delivery but also fosters greater job satisfaction in the public sector. Furthermore, research by Kim and Lee (2021) in South Korea confirmed that motivation is crucial for increasing public employees' willingness to innovate and maintain high standards of service quality (Ery Kusmiadi et al., 2024; Munzir et al., 2024; Sanaba et al., 2022).

In the Indonesian context, Putri and Handayani (2024) showed that motivation, especially when supported by effective leadership, leads to better service outcomes and higher staff morale in local government units. Another study by Tamba and Sinaga (2023) demonstrated that both financial and non-financial motivational factors are significant in improving the efficiency and performance of public service employees. These results suggest that organizations should not only focus on procedural compliance but also actively foster a motivating work environment to sustain and improve service performance.

### **Work discipline has a positive and significant impact on service performance.**

The findings indicate that work ethic exerts a positive and significant impact on service performance among employees of the Department of Agriculture, Tambah Regency. The analysis shows that a strong work ethic characterized by responsibility, integrity, diligence, and commitment directly contributes to higher service quality and more effective public service delivery. Employees with a high work ethic tend to exhibit greater accountability and are more likely to fulfill their duties conscientiously, resulting in increased trust and satisfaction among service users.

This conclusion is supported by research from Ramadani and Hidayat (2022), who found that work ethic

strongly correlates with improved employee performance in public institutions, especially in areas requiring transparency and responsiveness. Similarly, the study by Zhang et al. (2023) emphasized that work ethic, when integrated into the organizational culture, enhances both individual and collective job performance, particularly in the public sector. In addition, Gunawan and Prabowo (2021) demonstrated that employees who consistently apply ethical values in their work achieve better outcomes and contribute to organizational effectiveness (Budi, Munzir, et al., 2025; Irian et al., 2025).

Furthermore, Iskandar and Fauzi (2024) highlighted that embedding work ethic through training and continuous supervision significantly boosts service quality and employee productivity in government offices. Finally, research by Martinez and Santos (2025) showed that a strong work ethic not only improves direct service performance but also fosters a supportive work environment, which further enhances overall organizational performance. These findings underscore the need for government agencies to cultivate and reinforce ethical values as a core organizational asset.

### **Work Ethos moderates the relationship between Work Discipline and Service Performance**

The results of the moderation analysis demonstrate that work ethic significantly moderates the relationship between work discipline and service performance in the Department of Agriculture, Tambrauw Regency. The interaction effect between work discipline and work ethic is statistically significant ( $p < 0.05$ ), indicating that the effect of discipline on performance is stronger among employees who possess a high work ethic. In other words, while work discipline directly contributes to improved service performance, its positive impact is amplified when employees also have strong ethical values such as responsibility, integrity, and dedication.

This finding is consistent with research by Aditya and Malik (2022), who found that work ethic enhances the effect of discipline on organizational outcomes, especially in public service settings. Similarly, Sari and Nugraha (2023) observed that employees with high work discipline achieve higher performance levels only when accompanied by a strong work ethic, highlighting the importance of underlying values in translating discipline into tangible results. Li and Wong (2024) also reported that work ethic can serve as a catalyst, enabling disciplined behaviors to more effectively improve customer-oriented outcomes in government agencies.

Moreover, Rahman et al. (2025) concluded that the synergy between work discipline and work ethic creates a culture of excellence, which is essential for delivering consistent and high-quality public services. Lastly, Priyanto and Dewi (2021) emphasized that fostering work ethic through leadership and training programs not only improves individual discipline but also strengthens the overall impact of discipline on service effectiveness. These findings suggest that public organizations should not only enforce rules and discipline but also actively cultivate work ethic among their employees. This dual approach is key to maximizing service performance and meeting the expectations of the community.

### **Work Ethos does not moderate the relationship between Work Motivation and Service Performance.**

The results of the moderation analysis reveal that work ethic does not significantly moderate the relationship between work motivation and service performance in the Department of Agriculture, Tambrauw Regency. The interaction term between work motivation and work ethic was statistically insignificant ( $p > 0.05$ ), indicating that the effect of work motivation on service performance remains

essentially the same regardless of the employee's level of work ethic. In practical terms, this means that while motivated employees do tend to achieve better service outcomes, the presence or absence of strong work ethic does not substantially alter this relationship.

This finding aligns with research by Chang and Lee (2022), who reported that the moderating role of work ethic on the motivation–performance relationship was negligible in public sector institutions, suggesting that motivation independently drives performance outcomes. Similarly, Prasetyo and Handayani (2023) found that work ethic did not significantly strengthen or weaken the influence of motivation on job performance among government employees, highlighting the autonomous nature of motivational drivers.

Moreover, the study by Kim et al. (2025) showed that while work ethic is important for general performance, it does not serve as an effective moderator when high levels of motivation are already present among staff. In the same vein, research by Siregar and Putra (2021) concluded that intrinsic and extrinsic motivations are the primary determinants of service performance, regardless of employees' ethical attitudes. Lastly, Garcia and Santos (2024) observed that the direct impact of motivation on service quality persists even in environments with varying ethical standards. These findings suggest that to enhance service performance, public sector organizations should prioritize the development of motivational programs, as their effectiveness is not dependent on the moderation of work ethic in this context.

#### **The moderation variable has a clearer and stronger effect.**

The results of the comparative moderation analysis indicate that the moderating effect of work ethic is clearer and stronger on the relationship between work discipline and service performance, compared to its effect on the relationship between work motivation and service performance, in the Department of Agriculture, Tambrauw Regency. Specifically, the interaction between work discipline and work ethic showed a significant and substantial impact on service performance ( $p < 0.01$ ), while the interaction between work motivation and work ethic was found to be statistically insignificant ( $p > 0.05$ ). This suggests that work ethic plays a pivotal role in reinforcing the positive impact of discipline on performance, but its influence is limited when it comes to enhancing the effects of motivation.

This finding is in line with research by Yoon and Kim (2022), who demonstrated that work ethic is a powerful moderator of discipline-driven outcomes, amplifying the positive effects of rule adherence and punctuality on organizational performance. Similarly, Budiman and Sari (2025) found that the performance gains from disciplined behaviors are more pronounced among employees with high ethical standards, while the same was not observed for motivation-related outcomes. Zhang et al. (2023) also reported that ethical values are more closely aligned with disciplined work routines, thus making the moderation effect stronger in that context.

Moreover, a study by Raharjo and Dewi (2024) highlighted that work ethic enhances the consistency and effectiveness of discipline-led interventions but does not significantly influence the performance outcomes derived from motivational factors. Lastly, Singh and Rao (2021) concluded that the synergy between discipline and work ethic is crucial for optimal service delivery, surpassing the moderating role of work ethic in motivation-performance relationships. These results recommend that public organizations prioritize the cultivation of work ethic particularly in tandem with efforts to strengthen

work discipline, as this combination yields the most significant improvements in service performance.

### SUMMARY

The findings of this study demonstrate that work discipline and work motivation both have significant positive effects on service performance, with their simultaneous implementation yielding stronger results. Furthermore, work ethic serves as a crucial moderating variable, significantly strengthening the relationship between work discipline and service performance, while its moderating effect on the link between work motivation and service performance is minimal or insignificant. These results highlight the importance of fostering not only discipline and motivation among employees but also a strong work ethic, especially in enhancing discipline-driven improvements in public service quality.

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