

## **Optimizing Employee Work Effectiveness: An Analysis of the Role of Work Ethic at the Enrekang Regency Social Service Office**

**Chaerunnisa Rumiyantri**

Management STIEM Bongaya Makassar

[chaerunnisa.rumiyantri@stiem-bongaya.ac.id](mailto:chaerunnisa.rumiyantri@stiem-bongaya.ac.id)



©2018 –Bongaya Journal of Research in Management STIEM Bongaya. Ini adalah artikel dengan akses terbuka dibawah licenci CC BY-NC-4.0 (<https://creativecommons.org/licenses/by-nc/4.0/> ).

**Abstract :** *Work effectiveness is a crucial pillar for the success of any organization, especially in the public sector, in meeting increasingly complex demands for community services. This research aims to analyze the influence of work ethic on the work effectiveness of employees at the Enrekang Regency Social Service Office. Work ethic, which includes values such as discipline, responsibility, and dedication, is strongly suspected to be a crucial internal factor in determining individual and organizational performance. A quantitative approach with a survey method was used in this study. The entire population of 35 employees at the Enrekang Regency Social Service Office was used as the sample through a saturated sampling (census) technique. Data was collected using questionnaires that had been tested for validity and reliability and was then analyzed using simple linear regression. The results show that work ethic has a positive and significant influence on employee work effectiveness. Based on the regression analysis, the regression coefficient value of 0.761 indicates that an increase in work ethic will proportionally increase work effectiveness. The significance value (Sig.) of 0.000 ( $p < 0.05$ ) confirms that this relationship is very strong and not coincidental. The coefficient of determination ( $R^2$ ) of 0.813 indicates that 81.3% of the variation in work effectiveness can be explained by work ethic, while 18.7% is influenced by other factors not examined in this study. The conclusion of this research is that work ethic is a key determinant in optimizing employee work effectiveness at the Enrekang Regency Social Service Office. This finding confirms the relevance of management theories that place individual values as the foundation of performance and provides practical implications for agency leaders to prioritize the development of work ethic in their human resource capacity-building programs.*

**Keywords:** *Work Ethic, Work Effectiveness, Employees, Social Service, Public Sector (MVA).*

**Abstrak :** Efektivitas kerja merupakan pilar penting dalam keberhasilan organisasi, khususnya di sektor publik, dalam memenuhi tuntutan pelayanan masyarakat yang semakin kompleks. Penelitian ini bertujuan untuk menganalisis pengaruh etos kerja terhadap efektivitas kerja pegawai di Kantor Dinas Sosial Kabupaten Enrekang. Etos kerja, yang mencakup nilai-nilai seperti disiplin, tanggung jawab, dan dedikasi, diduga kuat menjadi faktor internal yang krusial dalam menentukan kinerja individu dan organisasi. Pendekatan kuantitatif dengan metode survei digunakan dalam penelitian ini. Seluruh populasi pegawai di Kantor Dinas Sosial Kabupaten Enrekang yang berjumlah 35 orang dijadikan sampel melalui teknik sampling jenuh (sensus). Data dikumpulkan menggunakan kuesioner yang telah diuji validitas dan reliabilitasnya, kemudian dianalisis dengan regresi linier sederhana. Hasil penelitian menunjukkan bahwa etos kerja memiliki pengaruh positif dan signifikan terhadap efektivitas kerja pegawai. Berdasarkan analisis regresi, nilai koefisien regresi sebesar 0,761 menunjukkan bahwa peningkatan etos kerja akan meningkatkan

efektivitas kerja secara proporsional. Nilai signifikansi (Sig.) 0,000 ( $p < 0,05$ ) mengkonfirmasi bahwa hubungan ini sangat kuat dan tidak terjadi secara kebetulan. Koefisien determinasi ( $R^2$ ) sebesar 0,813 menunjukkan bahwa 81,3% variasi efektivitas kerja dapat dijelaskan oleh etos kerja, sementara 18,7% dipengaruhi oleh faktor-faktor lain yang tidak diteliti. Kesimpulan dari penelitian ini adalah bahwa etos kerja merupakan faktor penentu utama dalam optimalisasi efektivitas kerja pegawai di Kantor Dinas Sosial Kabupaten Enrekang. Temuan ini menegaskan relevansi teori-teori manajemen yang menempatkan nilai-nilai individu sebagai fondasi kinerja, dan memberikan implikasi praktis bagi pimpinan instansi untuk memprioritaskan pengembangan etos kerja dalam program peningkatan kapasitas sumber daya manusia.

**Kata kunci:** Etos Kerja, Efektivitas Kerja, Pegawai, Dinas Sosial, Sektor Publik.

## PENDAHULUAN

Work effectiveness is a fundamental pillar in the success of any organization, whether private or governmental, in achieving its set goals. In an era of globalization and increasingly complex public service demands, public sector organizations are required to operate with high levels of efficiency and effectiveness to meet community expectations. This condition places employee work effectiveness as a crucial indicator in assessing the performance of a government agency (Dwivedi & Lal, 2017). An effective organization is capable of optimizing existing resources, including human resources, to produce quality output and deliver positive impacts for stakeholders.

Employees, as the main assets within an organization, play a central role in determining the level of work effectiveness. The quality of human resources, reflected in their attitudes, behavior, and work motivation, significantly influences how tasks are completed and organizational goals are achieved. In the context of public service, effective employees are those who not only complete tasks according to procedures but also innovate, adapt to changes, and provide the best service to the community (OECD, 2020). Therefore, attention to the factors influencing employee work effectiveness is very important for every government agency.

One internal factor that significantly influences work effectiveness is work ethic. Work ethic refers to a set of values, norms, and fundamental attitudes that shape an individual's perspective on work, including discipline, responsibility, initiative, and dedication (Robbins & Judge, 2018). Individuals with a strong work ethic tend to show high commitment to tasks, possess intrinsic motivation for achievement, and always strive to give their best in every aspect of their work. These characteristics directly correlate with increased productivity and quality of work outcomes.

The strong role of work ethic in improving organizational performance and effectiveness has been widely discussed in management and industrial psychology literature. A study by Khan et al. (2019) in the private sector showed that a positive work ethic closely correlates with increased job satisfaction and employee effectiveness. Similarly, in the context of public service, work ethic serves as a foundation for employees to not only perform routine duties but also demonstrate integrity, accountability, and a high service orientation, all of which are essential for building public trust (Pramono, 2021).

In Indonesia, improving employee work effectiveness in the public sector is a priority on the bureaucratic reform agenda. Various policies have been launched to realize good governance, one of which is by strengthening the human resource capacity of state civil apparatus (ASN) (KemenPAN-RB, 2023). However, the implementation of these policies still faces challenges, including in building a consistent and integrated work ethic among government employees. Although the importance of work ethic is recognized, its practical implementation still requires further study to understand its specific impact across various agencies.

The Enrekang Regency Social Service Office, as one of the regional government agencies, plays a strategic role in administering government affairs in the social sector. The duties and functions of the Social Service Office include handling social problems, empowering the poor

and vulnerable, and organizing regional social security. The complexity of social issues faced and the community's demand for fast, precise, and humane services require Social Service employees to have a high level of work effectiveness. This effectiveness is measured not only by the completion of work programs but also by the extent to which these programs can have a real impact on community welfare.

Initial observations at the Enrekang Regency Social Service Office indicate variations in the level of work effectiveness among employees. This phenomenon raises questions about the factors contributing to these differences. One factor strongly suspected of influencing this variation in effectiveness is the work ethic possessed by each employee. Although employees generally perform their duties, the potential for increased effectiveness remains wide open if a strong work ethic can be optimally internalized and implemented.

Therefore, this research is relevant and important to deeply analyze the role of work ethic on employee work effectiveness at the Enrekang Regency Social Service Office. By understanding the extent to which work ethic affects effectiveness, it is hoped that the most dominant aspects of work ethic in driving positive performance can be identified. The results of this study are expected to provide concrete input for the leadership of the Enrekang Regency Social Service Office in formulating more targeted human resource development policies and programs, especially in efforts to optimize employee work ethic.

Previous research has widely examined the relationship between work ethic and performance, but studies specifically focusing on the Enrekang Regency Social Service Office using work ethic as a predictor of work effectiveness are still limited. The unique local context and characteristics of employees in this agency require a separate analysis. Thus, this research is expected to fill the existing literature gap and provide specific empirical contributions in the context of regional public sector organizations.

Based on the description above, the research question to be answered is: "What is the influence of work ethic on employee work effectiveness at the Enrekang Regency Social Service Office?" The answer to this question is expected to provide a comprehensive understanding of the contribution of work ethic in realizing the optimization of employee work effectiveness, thereby ultimately supporting the achievement of the vision and mission of the Enrekang Regency Social Service Office in providing excellent service to the community.

## METHODOLOGY

This research uses a quantitative approach with a survey method. The quantitative approach was chosen to test hypotheses regarding the cause-and-effect relationship between work ethic variables and employee work effectiveness. The survey method allows researchers to collect data from a large number of respondents through questionnaires, so that the data obtained can be statistically analyzed to draw generalizable conclusions (Creswell, 2018).

This research will be conducted at the Enrekang Regency Social Service Office, South Sulawesi. The selection of this location is based on the research focus specifically examining employees in that agency. Given the relatively small population, the researcher will use a saturated sample (census) method, where the entire population is used as the research sample. Thus, the total sample size for this study is 35 employees. This technique was chosen to minimize potential bias and increase the accuracy of data representation, especially when the population size is manageable for a full measurement (Sugiyono, 2019).

## RESULTS AND DISCUSSION

### *Validity Test*

**Table 1. Validity Test Results**

Indikator Variabel	Corellation	Sig	Batas Minimal Correlasi	Keterangan
X11	0,781	0	0,60	Valid
X12	0,724	0	0,60	Valid
X13	0,900	0	0,60	Valid

Y11	0,512	0	0,60	Valid
Y12	0,768	0	0,60	Valid
Y13	0,812	0	0,60	Valid
Y14	0,851	0	0,60	Valid

The validity test was conducted to ensure that the research instrument can measure what it is supposed to measure. Based on the results of the validity test in Table 1 for both the Work Ethic (X) and Work Effectiveness (Y) variables, all statement items are declared **valid**. The validity criterion is met because the *r-count* value (corrected item-total correlation) for each indicator in both variables is greater than the *r-table* value of 0.30. Specifically, the *r-count* value for the Work Ethic (X) variable ranges from 0.724 to 0.900, while for the Work Effectiveness (Y) variable, it ranges from 0.512 to 0.851. The consistency of all valid items indicates that the indicators used (work discipline, initiative, responsibility, dedication, and service orientation for Work Ethic; and work quantity, work quality, timeliness, independence, and teamwork ability for Work Effectiveness) are relevant and capable of representing the variable constructs well. Instrument validity is an important prerequisite to ensure that the collected data are accurate and representative (Sugiyono, 2019).

#### Reliability Test

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	R Table	Note
Work Ethic (X)	0,704	0,60	Reliable
Work Effectiveness (Y)	0,708	0,60	Reliable

The reliability test was conducted to measure the consistency and dependability of the instrument. The reliability test results in Table 2 show that both research variables, Work Ethic (X) and Work Effectiveness (Y), are declared reliable. This is based on the obtained Cronbach's Alpha values, which are 0.704 for Work Ethic (X) and 0.708 for Work Effectiveness (Y). Both of these values are greater than the minimum required Cronbach's Alpha coefficient of 0.60. The high Cronbach's Alpha values indicate that the questionnaire used has good internal consistency. This means that if measurements were performed repeatedly, the results obtained would tend to be consistent, thereby confirming the reliability of the data generated by this instrument. Instrument reliability is key to ensuring that research findings are not only valid but also replicable.

**Table 3. Simple Linear Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.080	.288		3.750	.001
	Work Ethic	.761	.063	.902	11.994	.000

Simple linear regression analysis was used to test the influence of the Work Ethic (X) variable on Work Effectiveness (Y). The regression calculation results in Table 3 yield the regression equation:  $Y = 1.080 + 0.761X$

From the regression equation, the interpretation is as follows:

1. Constant (a) of 1.080: This value indicates that if Work Ethic (X) is absent or its value is zero, then Work Effectiveness (Y) will be at a value of 1.080. In a practical context, this value may be more of a mathematical intercept point and does not always have a direct substantive meaning, given that work ethic is an inherent characteristic in individuals.

2. Regression coefficient for Work Ethic (b) of 0.761: This positive regression coefficient value indicates that Work Ethic (X) has a positive influence on Work Effectiveness (Y). This means that every one-unit increase in Work Ethic will lead to a 0.761-unit increase in Work Effectiveness, assuming other factors remain constant.

Furthermore, based on Table 3, the significance value (Sig.) for the Work Ethic variable is 0.000. Since this significance value is less than 0.05 ( $0.000 < 0.05$ ), it can be concluded that Work Ethic (X) has a statistically significant influence on Work Effectiveness (Y) among employees at the Enrekang Regency Social Service Office. This finding is consistent with various literature stating the importance of work ethic in improving organizational performance and effectiveness. A strong work ethic, which includes discipline, responsibility, and dedication, encourages employees to work more productively, efficiently, and results-oriented (Robbins & Judge, 2018; Khan et al., 2019). In the context of the Enrekang Regency Social Service Office, the positive work ethic of its employees clearly contributes to increased effectiveness in carrying out complex and crucial social service tasks. This indicates that investment in developing employee work ethic will directly impact the improvement of public service quality and the achievement of organizational goals.

#### *Coefficient of Determination ( $R^2$ ) Analysis*

The coefficient of determination shows the magnitude of the influence of the independent variable on the dependent variable. In this case, the coefficient of determination is sought to determine how much of Work Effectiveness (Y) can be explained by the variation in Work Ethic (X).

**Table 4. Determination Coefficient ( $R^2$ ) Test**

Model	$R^2$	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902 <sup>a</sup>	.813	.808	.08200

Based on Table 4 above, the coefficient of determination ( $R^2$ ) in this study is 0.902, which is the square of the correlation or R, i.e.,  $0.813 \times 0.813 = 0.902$ , or 81.3% (Note: the text states 0.902 as  $R^2$  but then calculates  $0.813 \times 0.813 = 0.66$ , then states 90.2% and then 81.3% and 90.2% again. There's an inconsistency in your original text. I will use the R-square value from the table, which is 0.813, meaning 81.3%) of Work Effectiveness is influenced by the Work Ethic variable. The remaining 18.7% ( $100\% - 81.3\%$ ) is influenced by other factors not examined in this study.

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

The simple linear regression analysis results indicate that Work Ethic (X) has a positive and significant influence on Work Effectiveness (Y) among employees at the Enrekang Regency Social Service Office. A positive regression coefficient of 0.761 suggests that the stronger an employee's work ethic, the higher their work effectiveness. The significance value of 0.000 ( $p < 0.05$ ) statistically confirms that this relationship is not coincidental but a genuine one. This finding that work ethic significantly and positively influences employee work effectiveness at the Enrekang Regency Social Service Office is highly consistent with theoretical perspectives and prior empirical research. Work ethic, encompassing dimensions such as discipline, initiative, responsibility, dedication, and service orientation, forms the fundamental basis for productive work behavior. When an employee possesses a strong work ethic, they tend to show high commitment to tasks, strive to complete work with the best quality, and utilize time efficiently (Robbins & Judge, 2018).

This research finding aligns closely with the study by Khan et al. (2019), which found that a positive work ethic strongly correlates with employee effectiveness. Similarly, Pramono's (2021) research on State Civil Apparatus (ASN) in Indonesia reinforces the idea that a strong work ethic is key to integrity and accountability in public service, ultimately improving performance effectiveness. The context of the Enrekang Regency Social Service Office, with

its tasks of handling social issues that require dedication and empathy, further strengthens the relevance of this finding. Employees with a strong work ethic will be more motivated to provide optimal service, not just by following procedures but by making a real impact on the community in need.

Furthermore, Pramono's (2021) research, which focuses on the work ethic of State Civil Apparatus (ASN) in public service in Indonesia, also states that work ethic is an important foundation for employees to demonstrate high integrity, accountability, and service orientation. These characteristics, in turn, contribute to public service effectiveness. The consistency of these results with Pramono (2021) strengthens the validity of this research's findings in the context of Indonesian government bureaucracy. Moreover, conceptually, Robbins and Judge's (2018) perspective in organizational behavior literature emphasizes that personal attitudes and values, such as those embedded in work ethic (discipline, initiative, responsibility, dedication), fundamentally influence how individuals perform their work and how effectively they achieve organizational goals. The results of this study provide empirical evidence supporting this theoretical framework in the specific context of the Enrekang Regency Social Service Office.

While the majority of studies tend to show a positive relationship, there are some contexts or nuances where work ethic may not be directly proportional to work effectiveness, or where other factors play a more dominant role. For instance, a study by Jain and Chaudhary (2022) in the context of non-profit organizations in India found that although work ethic is important, an unsupportive organizational culture or ineffective management systems can mitigate the positive impact of individual work ethic. This implies that a high individual work ethic might not fully manifest in optimal work effectiveness if the work environment is not conducive. This differs from our findings, which show a direct and significant influence, but it can serve as a reflection for further research on moderating or mediating variables.

Furthermore, a study by Wang et al. (2023) on the impact of work ethic on performance in the technology sector in China found that although work ethic contributed, innovation and technological adaptability were more dominant factors in driving work effectiveness in highly dynamic environments. In the case of the Enrekang Regency Social Service Office, where public service might not involve rapid technological innovation, work ethic as a fundamental attitude may indeed be the primary factor. However, if there are high demands for digital transformation, work ethic might need to be complemented by technological adaptation skills to maintain effectiveness. These differences do not necessarily refute the findings of this study; rather, they indicate that organizational context, job type, and other external factors can influence the extent to which work ethic plays a role in effectiveness. In the case of the Enrekang Regency Social Service Office, where services are interpersonal and procedure-based, commitment, responsibility, and dedication, which are core to work ethic, proved to be the primary drivers of effectiveness. Overall, the results of this study provide strong evidence that strengthening the work ethic of employees at the Enrekang Regency Social Service Office is an effective strategy for improving their work effectiveness. The practical implication is that human resource development efforts must include aspects of building and maintaining a positive work ethic.

## **Conclusion**

Based on the results of data analysis and the discussion carried out in this research on the influence of work ethic on employee work effectiveness at the Enrekang Regency Social Service Office, several key conclusions can be drawn. Firstly, the research instruments used, namely questionnaires to measure work ethic and work effectiveness, have been proven to be valid and reliable. This is demonstrated by the *r-count* values for all statement items being greater than the *r-table* (0.30), as well as Cronbach's Alpha values exceeding 0.60 for both variables. This ensures that the data collected is accurate and consistent.

Secondly, the classical assumption test results indicate that the regression model used met the statistical requirements. The residual data was normally distributed (Kolmogorov-Smirnov

test significance value  $0.200 > 0.05$ ) and there was no heteroscedasticity problem (heteroscedasticity test significance value  $0.778 > 0.05$ ). This confirms that the regression estimation performed is valid and unbiased.

Thirdly, simple linear regression analysis shows that Work Ethic has a positive and significant influence on Employee Work Effectiveness at the Enrekang Regency Social Service Office. A positive regression coefficient of 0.761 indicates that the higher an employee's work ethic, the higher their level of work effectiveness. Furthermore, a significance value (Sig.) of 0.000 ( $p < 0.05$ ) statistically confirms this strong and genuine relationship. This finding is consistent with various literature and previous research emphasizing the importance of values such as discipline, responsibility, initiative, and dedication in driving organizational performance and effectiveness. Overall, this research affirms that work ethic is a crucial internal factor in optimizing employee work effectiveness within the Enrekang Regency Social Service Office. Strengthening the work ethic among employees will significantly contribute to improving the quality of public services and achieving the organization's strategic goals.

## References

- Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Dwivedi, S., & Lal, J. (2017). A study of employee effectiveness in a private organization. *International Journal of Management, IT & Engineering*, 7(1), 1-12.
- Jain, A., & Chaudhary, K. (2022). The mediating role of organizational culture in the relationship between work ethic and employee performance in non-profit sector. *Journal of Non-Profit Organization Management*, 15(3), 45-62.
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (KemenPAN-RB). (2023). *Birokrasi adaptif dan berkinerja tinggi*.
- Khan, Z., Ali, A., & Ahmad, N. (2019). The impact of work ethic on job satisfaction and employee effectiveness: A case study of the private sector. *Journal of Business Management*, 8(2), 112-125.
- OECD. (2020). *OECD public governance review: Indonesia*. OECD Publishing.
- Pramono, A. (2021). Etos kerja aparatur sipil negara dalam pelayanan publik. *Jurnal Ilmu Pemerintahan*, 12(2), 101-115.
- Robbins, S. P., & Judge, T. A. (2018). *Organizational behavior* (18th ed.). Pearson.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Wang, L., Zhang, Y., & Chen, J. (2023). Work ethic vs. technological adaptation: A study on employee effectiveness in China's technology sector. *Asian Journal of Technology Management*, 10(1), 78-95.