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Determinants of Employees' Work Ethic

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ABSTRACT

This study aims to examine the effect of work experience, work environment, and work discipline on the work ethic of employees at the District Head Office of Kumun Debai Subdistrict, Sungai Penuh City. A quantitative research approach was employed, involving 33 respondents as the research sample. Data were collected through questionnaires and analyzed using IBM SPSS version 25. The analysis procedure included validity and reliability testing, classical assumption tests, and multiple linear regression analysis. The results indicate that work experience, work environment, and work discipline simultaneously have a significant effect on employees' work ethic. Partially, work experience and work environment show a positive and significant influence on work ethic, while work discipline does not have a significant effect. These findings suggest that employees' work ethic is more strongly shaped by adequate work experience and a supportive work environment than by work discipline that is predominantly administrative in nature. This study highlights the importance of enhancing work experience through continuous training and development, as well as creating a conducive work environment, as strategic efforts to improve employees' work ethic and the quality of public services within local government institutions.

INTRODUCTION

Work ethic is a fundamental aspect of human resource performance, particularly within public sector organizations that are responsible for delivering public services. A strong work ethic reflects employees' attitudes toward work, including responsibility, commitment, discipline, and motivation to achieve organizational goals. In government institutions, a high level of work ethic among employees is essential to ensure effective administration, accountability, and quality public service delivery. Therefore, understanding the factors that influence employees' work ethic remains an important issue in public management studies. In the context of local government administration, sub-district offices play a strategic role as the frontline of public service delivery. Employees at this level are required to demonstrate professionalism, integrity, and dedication in serving the community. However, variations in employees' work ethic are often observed, which may be influenced by individual characteristics as well as organizational conditions. Among the factors frequently discussed in the literature are work experience, work environment, and work discipline. Work experience is widely recognized as an important determinant of employee behavior and performance. Employees with greater work experience tend to possess better technical skills, deeper understanding of job responsibilities, and higher confidence in decision-making. According to Robbins and Judge (2020), work experience contributes to the development of competence and professional maturity, which can positively shape employees' attitudes toward work. In the public sector, experienced employees are more likely to demonstrate responsibility and consistency in carrying out

their duties, thereby strengthening their work ethic. In addition to work experience, the work environment plays a crucial role in influencing employees' work attitudes and behavior. The work environment includes physical aspects, such as workspace layout, facilities, and safety, as well as non-physical aspects, such as interpersonal relationships, leadership support, and organizational climate. A conducive work environment can create a sense of comfort and security, which encourages employees to work more enthusiastically and productively. Recent studies have emphasized that a supportive work environment has a significant impact on work ethic and job performance, particularly in public organizations (Sedarmayanti, 2020; Sari et al., 2022).

Work discipline is another factor commonly associated with employee performance and work ethic. Discipline reflects employees' willingness to comply with organizational rules, procedures, and standards. In theory, disciplined employees are expected to demonstrate punctuality, responsibility, and consistency in their work behavior. However, several recent studies suggest that work discipline does not always have a direct effect on work ethic, especially when discipline is applied merely as an administrative requirement rather than being internalized as a core work value (Rahman & Kurniawan, 2021). This indicates that the effectiveness of work discipline in shaping work ethic may depend on how discipline is implemented within the organization.

At the Sub-District Office of Kumun Debai, Sungai Penuh City, improving employees' work ethic is a continuous challenge in the effort to enhance public service quality. Differences in work experience, variations in the work environment, and the application of work discipline policies are assumed to influence employees' work ethic. However, empirical evidence related to these factors in the context of local government institutions, particularly at the sub-district level, remains limited. Based on this background, this study aims to analyze the effect of work experience, work environment, and work discipline on the work ethic of employees at the Sub-District Office of Kumun Debai, Sungai Penuh City. This research is expected to contribute both theoretically and practically. Theoretically, it enriches the literature on work ethic in the public sector by examining multiple influencing factors simultaneously. Practically, the findings may serve as a reference for local government leaders in formulating human resource management policies that focus on enhancing work experience, creating a conducive work environment, and improving the implementation of work discipline to strengthen employees' work ethic and public service performance.

Conceptual Framework of the Study

The conceptual framework represents a systematic illustration of the relationships among the variables examined in this study. It is developed based on relevant theoretical foundations and the research problem formulation, serving as a guide to explain the logical flow of how independent variables influence the dependent variable (Erlina, 2011). Through this framework, the researcher clarifies the direction and structure of the proposed relationships within the study. In this research, **employee work ethic** is positioned as the dependent variable, which is assumed to be influenced by three independent variables: **work experience**, **work environment**, and **work discipline**. Work experience reflects the level of knowledge, skills, and abilities acquired by employees through the length of service and professional exposure. Employees with sufficient work experience tend to demonstrate better task comprehension, higher confidence, and stronger responsibility in performing their duties, which can positively shape their work ethic.

The **work environment** encompasses both physical and non-physical conditions surrounding employees during the execution of their work. Physical aspects include workplace facilities, layout, and comfort, while non-physical aspects involve interpersonal relationships, communication patterns, and leadership support. A supportive and conducive work environment is expected to create a sense of comfort and psychological security, encouraging employees to perform their tasks optimally and, consequently, enhancing their work ethic. Meanwhile, **work discipline** represents the degree of employee compliance with organizational rules, procedures, and work norms. Employees who demonstrate high levels of discipline are characterized by punctuality, consistency,

and accountability in carrying out their responsibilities. Such disciplined behavior is theoretically expected to contribute positively to the formation of a strong work ethic.

Based on this explanation, the conceptual framework of this study illustrates that **work experience, work environment, and work discipline are presumed to have both partial and simultaneous effects on employee work ethic** at the Sub-District Office of Kumun Debai, Sungai Penuh City. This framework forms the basis for empirical testing to examine the strength and direction of the relationships among the variables under investigation.

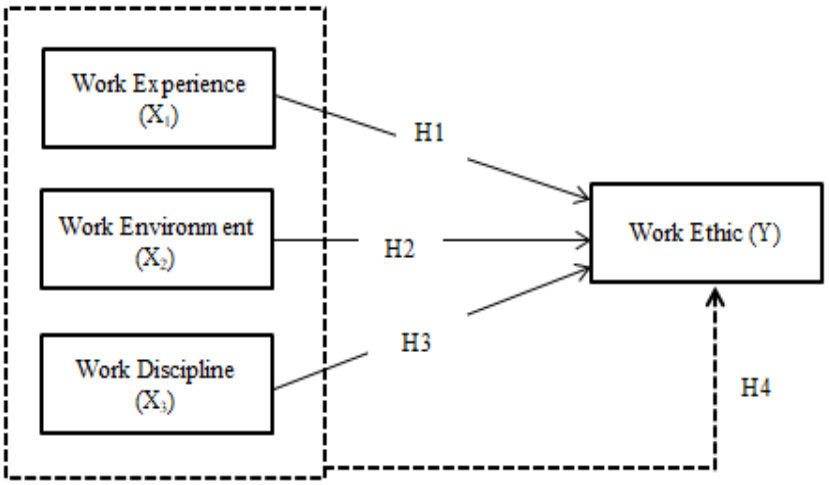

Figure 1. Conceptual Framework of the Study

Research Hypotheses

Hypotheses are provisional answers to research problems that require empirical testing to determine their validity. Based on the research background, relevant theoretical review, and the conceptual framework developed in this study, the research hypotheses are formulated as follows:
H1: Work experience has a positive and significant effect on the work ethic of employees at the Kumun Debai Sub-District Office, Sungai Penuh City.
H2: The work environment has a positive and significant effect on the work ethic of employees at the Kumun Debai Sub-District Office, Sungai Penuh City.
H3: Work discipline has a positive and significant effect on the work ethic of employees at the Kumun Debai Sub-District Office, Sungai Penuh City.
H4: Work experience, work environment, and work discipline simultaneously have a significant effect on the work ethic of employees at the Kumun Debai Sub-District Office, Sungai Penuh City.
These hypotheses are proposed to empirically examine both the partial and simultaneous influence of the independent variables on employee work ethic, in accordance with the theoretical assumptions and empirical findings discussed in the previous sections.

Methodology

Research Design

This study employed a quantitative research design with an explanatory approach, aiming to examine the causal relationship between work experience, work environment, and work discipline on employees' work ethic. Quantitative methods were chosen because they allow objective measurement of variables and statistical testing of hypotheses using numerical data. The research was conducted at the Sub-District Office of Kumun Debai, Sungai Penuh City, Jambi Province. The population of this study consisted of all civil servants (ASN) and honorary employees working at the office, totaling 33 employees. Due to the relatively small population size, this study applied a census (total sampling) technique, where all members of the population were included as research respondents. This approach ensures comprehensive representation and minimizes sampling bias. Data were collected using a structured questionnaire designed to measure work experience, work environment, work discipline, and employees' work ethic. Responses were measured using a Likert scale to capture the intensity of respondents' perceptions.

Data Analysis Technique

Ghozali (2018) explains that statistical data processing and analysis can be conducted using IBM SPSS through a series of structured procedures, including validity and reliability testing, classical assumption testing, and regression analysis to examine relationships and causal effects among research variables. In this study, data analysis was carried out using IBM SPSS version **25** through systematic stages to ensure the accuracy, consistency, and robustness of the empirical findings.

Validity and reliability tests were conducted to ensure the accuracy and consistency of the research instrument. Item validity was examined using the Pearson Product Moment correlation, where items exceeding the required correlation threshold were considered valid. Reliability was assessed using Cronbach's Alpha, with values above 0.60 indicating acceptable internal consistency. Prior to regression analysis, classical assumption tests were applied to confirm that the data met the requirements of multiple linear regression. These tests included normality testing to verify the distribution of residuals, multicollinearity testing using tolerance and VIF values, and heteroscedasticity testing to examine the consistency of residual variance. Meeting these assumptions ensures reliable and unbiased regression results.

Multiple linear regression analysis was subsequently employed to analyze the effects of work experience, work environment, and work discipline on employees' work ethic, both individually and simultaneously. This analysis provided empirical evidence regarding the contribution of each independent variable in explaining variations in work ethic.

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon,}$$

Where:

Y = Employees' Work Ethic
X_1 = Work Experience
X_2 = Work Environment
X_3 = Work Discipline
β_0 = Constant
β_1, β_2, β_3 = Regression coefficients
ε = Error term

Hypothesis testing was conducted using the **t-test** to examine partial effects and the **F-test** to examine simultaneous effects, with a significance level of 5%.

RESULT

The Results and Discussion section presents the empirical findings derived from data processing and statistical analysis, followed by a scientific interpretation of these findings.

1.Validity Test

According to Ghozali (2018), an instrument is considered valid if it is able to measure what it is intended to measure accurately. In empirical testing, validity is commonly assessed using the Pearson Product Moment correlation, where an item is declared valid if its correlation coefficient exceeds the critical value or if the significance value is less than 0.05. A valid item indicates that each statement in the questionnaire is capable of representing the research variable appropriately. Furthermore, Ghozali (2018) explains that reliability refers to the consistency and stability of a measurement instrument. Reliability is generally evaluated using Cronbach's Alpha, where a coefficient greater than 0.60 indicates that the instrument is reliable and produces consistent results. A higher Cronbach's Alpha value reflects stronger internal consistency among the items measuring the same variable. Therefore, if all questionnaire items meet the validity criteria and each variable has a Cronbach's Alpha value above 0.60, the research instrument can be considered both valid and reliable, and thus suitable for further statistical analysis.

Table 1

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work Ethic.1	31.09	23.585	.496	.893
Work Ethic.2	30.94	22.621	.678	.881
Etos Kerja.3	31.52	20.445	.776	.871
Work Ethic.4	31.58	20.377	.675	.882
Work Ethic.5	31.45	21.193	.819	.869
Work Ethic 6	31.45	20.693	.758	.873
Work Ethic.7	30.97	23.718	.506	.892
Work Ethic.8	31.33	22.292	.656	.882
Work Ethic.9	31.36	22.676	.543	.890

Based on table 1 the Item–Total Statistics presented in Table 1, all questionnaire items used to measure Work Ethic demonstrate satisfactory validity and reliability. This is indicated by the Corrected Item–Total Correlation values for all items, which exceed the commonly accepted minimum threshold of 0.30, as recommended by Ghozali (2018). These results confirm that each item is able to measure the construct of work ethic appropriately and is consistent with the overall scale. Furthermore, the Cronbach's Alpha if Item Deleted values for all items remain high and relatively stable, indicating that the removal of any single item would not substantially improve the overall reliability of the instrument. This suggests that each item contributes positively to the internal consistency of the work ethic variable. Overall, the findings demonstrate that the work ethic measurement instrument is both valid and reliable, and therefore suitable for use in further statistical analyses

Table 2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work Experience.1	31.82	20.591	.643	.849
Work Experience.2	31.55	18.943	.681	.846
Work Experience.3	31.30	20.718	.631	.850
Work Experience.4	31.52	20.008	.717	.842
Work Experience.5	31.52	20.445	.692	.845
Work Experience.6	31.48	19.883	.712	.842
Work Experience 7	31.36	21.989	.434	.868
Work Experience.8	31.30	22.218	.406	.870
Work Experience.9	31.55	21.818	.499	.862

Based on table 2 the Item Total Statistics presented in Table 2, all items used to measure Work Experience demonstrate acceptable levels of validity and reliability. This is evidenced by the Corrected Item–Total Correlation values, which range from 0.406 to 0.717. According to Ghozali (2018), an item is considered valid when the corrected item–total correlation exceeds 0.30. Therefore, all nine items meet the validity criteria and are capable of representing the work experience construct appropriately.

In terms of reliability, the Cronbach's Alpha if Item Deleted values remain consistently high across all items, ranging from 0.842 to 0.870. These values indicate strong internal consistency, and none of the items, if removed, would significantly increase the overall reliability of the scale. This finding suggests that each item contributes meaningfully to the measurement of work experience.

Table 3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work Environment.1	31.33	16.854	.558	.808
Work Environment.2	31.42	18.377	.419	.823
Work Environment.3	31.79	19.547	.240	.838
Work Environment.4	31.30	16.593	.587	.805
Work Environment.5	31.55	17.756	.429	.823
Work Environment 6	31.30	16.343	.630	.799
Work Environment.7	31.52	15.758	.668	.794
Work Environment t.8	31.64	16.176	.701	.791
Work Environment.9	31.55	16.506	.536	.811

Based on table 3 the Item–Total Statistics shown in Table 3, the measurement items for the Work Environment variable generally demonstrate acceptable validity and reliability. The Corrected Item–Total Correlation values for most items exceed the recommended minimum threshold of 0.30, as suggested by Ghozali (2018), indicating that these items are capable of measuring the work environment construct appropriately.

Table 4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work Discipline.1	32.55	15.881	.506	.743
Work Discipline.2	32.52	15.195	.607	.727
Work Discipline.3	32.45	16.068	.504	.744
Work Discipline.4	32.61	15.809	.457	.751
Work Discipline.5	32.45	17.443	.365	.763
Work Discipline.6	32.36	16.114	.582	.735
Work Discipline.7	32.64	16.489	.326	.774
Work Discipline.8	32.82	17.091	.336	.768
Work Discipline.9	32.70	16.093	.454	.751

table 4 shows One item shows a corrected item–total correlation slightly below the recommended cutoff. However, this value remains close to the acceptable limit and does not substantially weaken the overall measurement scale. This conclusion is supported by the Cronbach's Alpha if Item Deleted values, which indicate that removing the item would not result in a meaningful improvement in the overall reliability of the instrument. Furthermore, the Cronbach's Alpha values across all items remain relatively high, indicating strong internal consistency of the work environment scale. Overall, the findings suggest that the work environment instrument is sufficiently valid and reliable, and therefore appropriate for use in subsequent regression and hypothesis testing analyses.

Based on the Item–Total Statistics presented in Table 4, all items used to measure the Work Discipline variable demonstrate acceptable levels of validity and reliability. This is indicated by the Corrected Item–Total Correlation values, which range from 0.326 to 0.607 and exceed the minimum criterion of 0.30 as recommended by Ghozali (2018). These results confirm that each item is able to adequately represent the construct of work discipline. In terms of reliability, the Cronbach's Alpha if Item Deleted values remain relatively stable across all items and do not show a substantial increase if any single item is removed. This indicates that each item contributes positively to the internal consistency of the scale. The overall reliability level reflects a consistent measurement of work discipline among respondents. Overall, the findings indicate that the work discipline instrument is both valid and reliable, and therefore suitable for use in further statistical analyses to examine its relationship with employees' work ethic.

Table 5. Recapitulation of Instrument Reliability Test Results

Variable	code	Number of Items	Cronbach's Alpha	Criteria	Description
Work Experience	X_1	9	.867	> 0,6	Reliable
Work Environment	X_2	9	.829	> 0,**6**	Reliable
Work Discipline	X_3	9	.773	> 0,**6**	Reliable
Work Ethic	Y	9	.893	> 0,**6**	Reliable

Table 5 presents the recapitulation of the instrument reliability test results for all research variables. The reliability analysis was conducted using Cronbach's Alpha to evaluate the internal consistency of each measurement instrument. The results show that work experience (X_1) has a Cronbach's Alpha value of 0.867, indicating a high level of reliability. This suggests that the nine questionnaire items used to measure work experience are consistent and capable of producing stable measurement results. Similarly, the work environment (X_2) variable obtained a Cronbach's Alpha value of 0.829, which also exceeds the minimum reliability threshold. This finding confirms that the items measuring the work environment are internally consistent and reliable for further analysis. The work discipline (X_3) variable shows a Cronbach's Alpha value of 0.773, indicating acceptable reliability. Although lower than the other independent variables, this value

still meets the required criterion, demonstrating that the instrument reliably measures the construct of work discipline.

Meanwhile, the work ethic (Y) variable achieved the highest Cronbach's Alpha value of 0.893, reflecting very strong internal consistency among its measurement items. This result indicates that the work ethic instrument is highly reliable and suitable as a dependent variable in this study. Overall, since all variables have Cronbach's Alpha values greater than 0.60, it can be concluded that the research instruments used in this study are reliable. Therefore, the data obtained from the questionnaires are considered consistent and dependable, and they can be used confidently for subsequent statistical analyses.

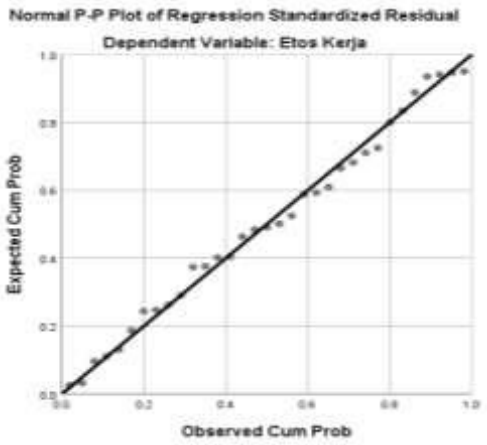
Classical Assumption Tests

Classical assumption tests in multiple linear regression consist of normality, multicollinearity, and heteroscedasticity tests. The normality test is conducted to ensure that the regression residuals are normally distributed, which is essential for valid statistical inference. The multicollinearity test is used to examine the presence of high correlations among independent variables, as excessive multicollinearity can distort regression estimates. Meanwhile, the heteroscedasticity test aims to assess whether the variance of the residuals is constant across observations. Fulfilling these three assumptions indicates that the regression model is reliable and appropriate for hypothesis testing.

Normality Test

Based on the Normal P–P Plot of Regression Standardized Residuals for the Work Ethic variable, it can be observed that the data points are distributed closely along the diagonal reference line. This pattern indicates that the standardized residuals follow an approximately normal distribution. According to Ghozali (2018), a regression model satisfies the normality assumption when the residual points in the Normal P–P Plot spread around and follow the direction of the diagonal line. The absence of substantial deviations or systematic patterns away from the line suggests that there are no serious violations of the normality assumption. Therefore, it can be concluded that the residuals of the regression model for work ethic are normally distributed. This finding confirms that the normality assumption has been met, allowing the regression analysis results to be considered valid and reliable for hypothesis testing and inference.

Figure 2. Normality Test



Multicollinearity Test

Based on the results of the multiple linear regression analysis presented in the Coefficients table, the regression model explains the relationship between work experience, work environment, and work discipline and the dependent variable, work ethic. The constant term has a negative coefficient, indicating the baseline value of work ethic when all independent variables are held constant. However, this coefficient is not statistically significant, suggesting that the constant does not have substantive interpretative importance in this model. Partially, work experience shows a positive and statistically significant effect on work ethic. The positive regression coefficient indicates that higher levels of work experience are associated with an increase in employees' work ethic. This finding suggests that employees with greater experience tend to demonstrate stronger responsibility, professionalism, and commitment in performing their duties.

Table 6

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-1.809	4.143		-.437	.666		
	Work Experience	.512	.164	.497	3.127	.004	.304	3.286
	Work Environment	.451	.146	.396	3.096	.004	.468	2.135
	Work Discipline	.080	.158	.068	.504	.618	.422	2.368

a. Dependent Variable: Work Ethic

Similarly, the work environment variable has a positive and significant influence on work ethic. This result implies that a supportive and conducive work environment, both physically and socially, contributes to the improvement of employees' work ethic. A comfortable workplace and harmonious working relationships encourage employees to perform their tasks more effectively. In contrast, work discipline does not exhibit a statistically significant effect on work ethic. Although the coefficient is positive, the lack of significance indicates that discipline, as currently implemented, may be more administrative in nature and has not been fully internalized as a work value that directly shapes employees' work ethic. Furthermore, the collinearity statistics show that the tolerance values are above the minimum threshold and the Variance Inflation Factor (VIF) values are within acceptable limits, indicating the absence of multicollinearity among the independent variables. Overall, these results confirm that the regression model is statistically appropriate and that work experience and work environment are the main determinants of employees' work ethic in this study.

Heteroscedasticity Test

Based on the scatterplot of standardized residuals against standardized predicted values, the data points are spread randomly above and below the zero line and do not form a clear or systematic pattern. This distribution indicates that the variance of the residuals is relatively constant across all levels of the independent variables. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity and satisfies the homoscedasticity assumption, meaning the model is appropriate for further regression analysis.

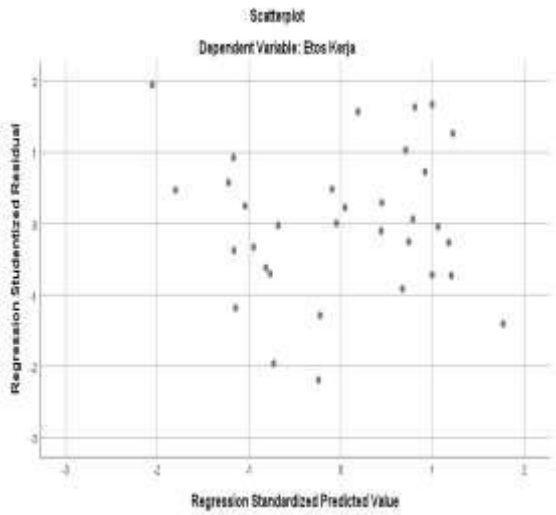


Figure 3. Heteroscedasticity Test

3. Results of Multiple Linear Regression Analysis

Based on the results of the multiple linear regression analysis conducted using IBM SPSS 25, the estimated regression model is expressed as follows:

$$Y = -1.809 + 0.512X_1 + 0.451X_2 + 0.080\ X_3$$

di mana:

Y = **Work Ethic** ; X_1 = **Work Experience** ; X_2 = **Work Environment** X_3 = **Work Discipline**

Table 7

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.809	4.143		-.437	.666
	Work Experience	.512	.164	.497	3.127	.004
	Work Environment	.451	.146	.396	3.096	.004
	Work Discipline	.080	.158	.068	.504	.618

a. Dependent Variable: Work Ethic

The constant value is negative, indicating that if work experience, work environment, and work discipline are assumed to have no influence, the level of employees' work ethic would decline. Although the constant does not represent a practical condition in real organizational settings, it functions as a reference point for interpreting the effect of the independent variables. The statistical test shows that the constant is not significant, suggesting that it does not independently contribute to variations in work ethic.

t-test

The t-test results demonstrate that work experience has a positive and statistically significant effect on work ethic. This indicates that employees with greater work experience tend to exhibit stronger work ethic, reflected in higher responsibility, commitment, and professionalism in performing their duties. The magnitude of the coefficient suggests that work experience is the most influential factor among the independent variables. The analysis also reveals that work environment has a positive and significant influence on employees' work ethic. A supportive work environment, including both physical conditions and interpersonal relationships, encourages employees to work more effectively and fosters a stronger sense of dedication toward organizational goals. In contrast, work discipline does not show a statistically significant effect on work ethic. This finding implies that disciplinary practices within the organization may be applied in a procedural or administrative manner, rather than being internalized as values that shape employees' attitudes and behavior at work.

Simultaneous Test (F-test)

The simultaneous test (F-test) was conducted to examine whether work experience, work environment, and work discipline collectively influence employees' work ethic at the Sub-District Office of Kumun Debai, Sungai Penuh City. The results indicate that the regression model demonstrates a strong overall explanatory capacity. Based on the ANOVA results, the significance value is lower than the established significance level, indicating that the independent variables jointly have a meaningful effect on work ethic. This finding confirms that the regression model is statistically acceptable and appropriate for explaining the relationship between the independent variables and the dependent variable.

Table 8

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	682.187	3	227.396	33.761	.000[b]
	Residual	195.328	29	6.735		
	Total	877.515	32			

a. Dependent Variable: Work Ethic

b. Predictors: (Constant), Work Experience, Work Environment, Work Discipline

Furthermore, the regression sum of squares is substantially greater than the residual sum of squares, suggesting that variations in employees' work ethic are largely explained by work experience, work environment, and work discipline, rather than by unexplained factors outside the model. This result provides empirical evidence that these variables play an important role in shaping employees' work ethic. Accordingly, the hypothesis stating that work experience, work environment, and work discipline simultaneously affect employees' work ethic is accepted. These findings imply that efforts to improve employees' work ethic should adopt a comprehensive approach by strengthening work experience development, creating a supportive work environment, and implementing effective discipline practices within the organization.

Discussion

The findings of this study indicate tha**t work experience has a positive and significant effect on employees' work ethic**. This result is consistent with human resource management theory, which emphasizes that work experience enhances employees' competencies, self-confidence, and sense of responsibility in performing their duties (Robbins & Judge, 2020). Recent empirical studies also confirm that work experience plays an important role in improving work ethic and overall job performance among public sector employees (Putri & Riyanto, 2021).

In addition, the results demonstrate that **work environment has a positive and significant influence on work ethic**. A supportive and conducive work environment contributes to employees' comfort and security, which in turn encourages greater dedication and optimal performance. This finding supports previous research suggesting that a well-managed work environment is a key factor in shaping positive work attitudes and strengthening work ethic within public organizations (Sedarmayanti, 2020; Sari et al., 2022).

Conversely, **work discipline does not have a significant effect on work ethic**. This outcome suggests that disciplinary practices within the organization tend to be procedural and formal rather than being internalized as shared values. As a result, discipline alone may not be sufficient to foster a strong work ethic unless it is reinforced by intrinsic motivation and a supportive organizational culture. This finding aligns with the study conducted by Rahman and Kurniawan (2021), which indicates that work discipline does not necessarily lead to higher work ethic when it is not supported by motivational and cultural factors. Overall, these findings highlight that work experience and work environment are critical determinants of employees' work ethic, while work discipline requires a more value-based approach to generate a meaningful impact.

CONCLUSIONS AND POLICY IMPLICATIONS

Conclusions

Based on the results of the multiple linear regression analysis, it can be concluded that E-Commerce Platform Utilization, Digital Content Quality, and Digital Marketing Analytics Usage (X4) have a positive and statistically significant effect on Business Sustainability. In contrast, Social Media Marketing Usage does not exhibit a significant influence on business sustainability. These findings suggest that improvements in e-commerce utilization, the quality of digital content, and the use of marketing analytics play a substantial role in enhancing business sustainability, whereas the contribution of social media marketing remains relatively limited and has yet to generate a meaningful impact. Furthermore, the presence of a negative and significant constant indicates that business sustainability is not solely explained by the independent variables

included in the model but is also affected by other factors beyond the scope of this study. This result highlights the need for future research to develop a more comprehensive model by incorporating additional explanatory variables to better capture variations in business sustainability. Based on the standardized beta coefficients, E-Commerce Platform Utilization emerges as the most dominant determinant of business sustainability, followed by Digital Content Quality and Digital Marketing Analytics Usage.

Policy Implications

The policy implications of this study indicate that efforts to enhance the dependent variable should primarily focus on strengthening E-Commerce Platform Utilization as the most influential factor, followed by the development of Digital Content Quality and Digital Marketing Analytics Usage. Accordingly, key stakeholders—including local governments, SME support institutions, and business practitioners—are encouraged to design and implement programs and policies that systematically promote improvements in the quality, intensity, and sustainability of e-commerce utilization, digital content development, and data-driven digital marketing practices. Meanwhile, Social Media Marketing Usage requires further attention and critical evaluation, both in terms of its conceptual framework and practical implementation, to ensure that it can contribute more effectively to improving the dependent variable in the future. In addition to these practical implications, the findings also offer important academic implications by highlighting opportunities for future research to examine other potential determinants beyond the proposed model. Such investigations are expected to provide a more comprehensive and in-depth understanding of the factors influencing the dependent variable.

Recommendation

The practical implications of this study underline the need to strengthen the digital literacy and digital competencies of micro, small, and medium enterprises (MSMEs) through targeted training initiatives and sustained mentoring support. From a policy perspective, the findings can serve as a reference for policymakers in formulating and refining digital-oriented MSME development programs that are responsive to current technological changes. In addition, future studies are encouraged to expand the research model by incorporating other relevant variables, such as digital literacy, entrepreneurial orientation, and government support, as well as by employing more comprehensive and advanced analytical techniques to obtain deeper and more robust insights.

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