

THE EFFECT OF WORK DISCIPLINE AND WORK ETHIC ON EMPLOYEE PRODUCTIVITY AT PT RODANIAGA KOKOH NUSANTARA, TANGERANG REGENCY

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ABSTRACT

This study aims to determine the effect of work discipline and work ethic on employee productivity at PT Rodaniaga Kokoh Nusantara, Tangerang Regency. The research uses a quantitative descriptive method with an associative causal approach. The population comprised 60 employees, and the entire population was taken as the sample using a saturated sampling technique. Data were collected through observation, interviews, and questionnaires with a five-point Likert scale, then analysed using validity and reliability tests, classical assumption tests, simple and multiple linear regression, correlation and determination coefficients, and hypothesis testing (t-test and F-test) with SPSS version 25. The results show that work discipline (X1) has a positive and significant partial effect on employee productivity ($t = 4.061 > 2.001$; sig. $0.000 < 0.05$). Work ethic (X2) also has a positive and significant partial effect ($t = 7.093 > 2.001$; sig. $0.000 < 0.05$). Simultaneously, both variables significantly affect employee productivity ($F = 25.316 > 4.010$; sig. $0.000 < 0.05$). The correlation coefficient (R) of 0.686 indicates a strong relationship, and the coefficient of determination of 0.470 shows that 47% of the variation in employee productivity is explained by both variables, while the remaining 53% is influenced by other factors outside the model.

Keywords: work discipline, work ethic, employee productivity

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1. INTRODUCTION

Human resources are the primary asset that determines an organisation's success in achieving its goals. No matter how sophisticated the equipment a company owns, it will mean little without the active role of quality human resources, because reasoning capacity is the basic capital that humans bring from birth, whereas skills can be acquired through learning and training. The rapid pace of technological development, demographic shifts, and economic fluctuations require every company to adapt to an increasingly competitive business environment, one of the ways being the optimal utilisation of human resources so that employee work productivity is maintained.

PT Rodaniaga Kokoh Nusantara is a company that has operated since 2000 and has become one of the pioneers in Indonesia's activated carbon industry. Located in Balaraja District, Tangerang Regency, the company produces high-quality activated carbon used in various industrial sectors such as water treatment, wastewater treatment, and cooking oil. However, the company's internal data indicate a decline in employee productivity in the production division during the 2020-2024 period, as presented in Table 1.

Table 1. Productivity Data of PT Rodaniaga Kokoh Nusantara, 2020-2024

Year	Production Employees	Annual Production Target	Achievement
2020	60	2,400 tons	2,400 tons
2021	60	1,800 tons	1,800 tons
2022	60	1,800 tons	1,800 tons
2023	60	1,800 tons	1,550 tons

Year	Production Employees	Annual Production Target	Achievement
2024	60	1,800 tons	1,335 tons

Source: PT Rodaniaga Kokoh Nusantara (2024)

Based on Table 1, with a relatively stable production workforce of 60 people, production realisation in 2023 reached only 1,550 tons out of the 1,800-ton target, and the decline continued in 2024 with a realisation of 1,335 tons. This condition indicates that employee work productivity has not been optimal even though the number of workers remained unchanged, and therefore requires management attention. According to Sutrisno (2016), work productivity is the ratio of the total work output that has been determined to produce a product from the workforce.

One of the factors influencing employee work productivity is work discipline. According to Sinambela (2016), work discipline is the understanding and willingness of employees to comply with all organisational regulations and prevailing social norms. Data on the attendance rate of PT Rodaniaga Kokoh Nusantara employees during the 2020-2024 period are presented in Table 2.

Table 2. Employee Attendance Rate, 2020-2024

Year	Employees	Working Days	Total Absences	Attendance Rate
2020	60	305	45	85.25%
2021	60	302	53	82.45%
2022	60	301	50	83.39%
2023	60	293	50	82.93%
2024	60	293	61	79.18%

Source: PT Rodaniaga Kokoh Nusantara (2024)

Table 2 shows that the employee attendance rate tended to decline, from 85.25% in 2020 to 79.18% in 2024, caused by employees who were absent due to permitted leave, sickness, unexplained absence, and tardiness. The findings of Azizah et al. (2024) and Sari et al. (2022) show that work discipline has a positive and significant effect on employee work productivity.

The next factor influencing productivity is work ethic. According to Priansa (2018), work ethic is a work spirit possessed by employees to be able to work better in order to gain added value in a job. The results of a pre-survey of 20 employees are presented in Table 3.

Table 3. Work Ethic Pre-Survey Data

No	Aspect	Statement	Yes	No
1	Interpersonal skill	Able to work in a team and respect coworkers' opinions	3 (15%)	17 (85%)
2	Initiative	Proposing new ideas to improve team performance	15 (75%)	5 (25%)
3	Reliability	Completing tasks on time as promised	9 (45%)	11 (55%)

Source: PT Rodaniaga Kokoh Nusantara (2024)

Table 3 reveals problems in the interpersonal-skill aspect, where 85% of respondents felt they were not yet optimal in teamwork and respecting coworkers' opinions, and in the reliability aspect, where 55% of respondents admitted they were not yet consistent in completing tasks on time. The study by Mustofa (2022) concluded that work ethic has a significant effect on work productivity.

Based on the phenomena of declining productivity, decreasing attendance rate, and work-ethic problems described above, this study aims to: (1) determine the effect of work discipline on employee productivity; (2) determine the effect of work ethic on employee productivity; and (3) determine the simultaneous effect of work discipline and work ethic on employee productivity at PT Rodaniaga Kokoh Nusantara, Tangerang Regency.

2. LITERATURE AND HYPOTHESIS

Human Resource Management

Human resource management (HRM) is a branch of management science that focuses on regulating the role of human resources in organisational activities. HRM is the process of planning, organising, directing, and controlling the procurement, development, compensation, integration, maintenance, and separation of human resources to achieve individual, organisational, and societal goals (Amirudin, 2023). Through appropriate management of human resources, a company is expected to improve employee performance and productivity so that organisational goals can be achieved effectively and efficiently.

Work Discipline

Work discipline is a person's willingness and awareness to comply with all organisational regulations and prevailing social norms (Sinambela, 2016). Good work discipline reflects the degree of a person's responsibility for the tasks assigned to them, thereby encouraging enthusiasm and work spirit as well as the realisation of company goals. Discipline is a key to organisational success in achieving its objectives, because without the support of good employee work discipline, an organisation will find it increasingly difficult to realise its goals.

The purpose of developing work discipline is essentially to encourage employees to behave in accordance with established rules and standards, to create order in the execution of work, and to cultivate responsibility in completing tasks. In this study, work discipline is measured using five indicators according to Rivai in Sinambela (2016), namely attendance, compliance with work regulations, compliance with work standards, a high level of alertness, and ethical conduct. These five indicators describe the extent to which employees comply with provisions and carry out tasks according to the standards set by the company.

Work Ethic

Work ethic is the work spirit possessed by employees to be able to work better in order to gain added value in a job (Priansa, 2018). Work ethic reflects a person's basic attitude and view towards work, evident from the seriousness, dedication, and responsibility in carrying out tasks. In this study, work ethic is measured using three indicators according to Priansa (2018), namely interpersonal skill, initiative, and reliability. Interpersonal skill relates to the ability to build positive working relationships; initiative relates to the drive to work proactively; and reliability relates to employees' consistency in completing work according to their commitments.

Work Productivity

Work productivity is the ratio of the total work output that has been determined to produce a product from the workforce (Sutrisno, 2016). Productivity shows the comparison between the results achieved and the resources used, so that productive employees are able to produce greater output with the same input. Work productivity is influenced by various factors, both internal such as discipline, work ethic, motivation, and employee skills, and external such as the work environment, facilities, and the company's management system.

The indicators of work productivity according to Sutrisno (2016) used in this study include capability, improving the results achieved, work spirit, self-development, quality, and efficiency. These six indicators reflect the quality and quantity of employees' work output as a whole, and can therefore serve as benchmarks for assessing the extent to which employees contribute to achieving company goals.

Previous Studies

Several previous studies relevant to the topic of this research are presented in Table 4 as a reference and comparison for the research findings.

Table 4. Previous Studies

No	Researcher (Year)	Title	Findings
1	Firdasari (2023)	The Effect of Work Discipline and Work Ethic on Productivity at PT KS Bangunan, Tasikmalaya City	Work discipline and work ethic, both partially and simultaneously, have a significant effect on work productivity.
2	Sari, Santoso & Sima (2022)	The Effect of Work Discipline and Work Ethic on Employee Productivity at Kuta Central Park Hotel	Work discipline has a positive and significant effect; simultaneously, work discipline and work ethic significantly affect productivity.
3	Mustofa (2022)	The Effect of Work Ethic, Work Discipline and Work Motivation on Teacher Productivity at MTsN 1 Kediri	Partially, work ethic has a positive and significant effect; simultaneously, the three variables significantly affect productivity.
4	Sari, Islamuddin & Finthariasari (2020)	The Effect of Work Ethic and Work Environment on Employee Productivity at the As-Syifa Cracker Industry, Bengkulu	Partially, work ethic has a significant effect on work productivity.
5	Azizah, Baraba & Annisa (2024)	The Effect of Work Discipline and Work Stress on the Productivity of Village Officials in Ngombol District	Work discipline has a positive and significant effect on work productivity.

Source: Processed by the researcher (2025)

Conceptual Framework and Hypotheses

High work discipline encourages employees to obey rules, use their time effectively, and take responsibility for their tasks, thereby impacting productivity improvement. Likewise, a high work ethic encourages employees to be more enthusiastic, proactive, and consistent at work. Together, these two variables are presumed to contribute to increased employee productivity. The conceptual framework of this study is presented in Figure 1.

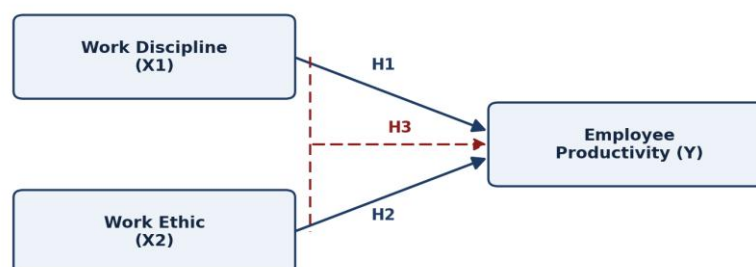


Figure 1. Conceptual Framework

Based on this conceptual framework, the research hypotheses are formulated as follows:

H1: Work discipline has a positive and significant effect on employee productivity at PT Rodaniaga Kokoh Nusantara, Tangerang Regency.

H2: Work ethic has a positive and significant effect on employee productivity at PT Rodaniaga Kokoh Nusantara, Tangerang Regency.

H3: Work discipline and work ethic simultaneously have a positive and significant effect on employee productivity at PT Rodaniaga Kokoh Nusantara, Tangerang Regency.

3. RESEARCH METHODS

This study uses a quantitative descriptive method with an associative causal approach, namely research that aims to determine the effect or relationship between two or more variables (Sugiyono, 2016). The research was conducted at PT Rodaniaga Kokoh Nusantara, located at Jl. Raya Sentul Jaya Km 27, Tobat Village, Balaraja District, Tangerang Regency, Banten, over the period from April 2024 to January 2025.

The research population was all 60 employees of PT Rodaniaga Kokoh Nusantara. The sampling technique used saturated sampling (census), namely a sampling technique in which all members of the population are used as the sample (Sugiyono, 2019), so that the research sample amounted to 60 employees. Primary data were collected through observation, interviews, and the distribution of questionnaires using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The operationalisation of the research variables is presented in Table 5.

Table 5. Operationalisation of Research Variables

No	Variable	Indicators	Scale
1	Work Discipline (X1) - Rivai in Sinambela (2016)	Attendance; compliance with work regulations; compliance with work standards; high level of alertness; ethical conduct	Likert (1-5)
2	Work Ethic (X2) - Priansa (2018)	Interpersonal skill; initiative; reliability	Likert (1-5)
3	Employee Productivity (Y) - Sutrisno (2016)	Capability; improving results achieved; work spirit; self-development; quality; efficiency	Likert (1-5)

Source: Processed by the researcher (2025)

The data analysis techniques include descriptive analysis, instrument testing (validity test and Cronbach's Alpha reliability test), classical assumption tests (Kolmogorov-Smirnov normality, multicollinearity, heteroscedasticity using the Glejser test, and Durbin-Watson autocorrelation), simple and multiple linear regression analysis, correlation coefficient (R) and coefficient of determination (R-squared) analysis, and hypothesis testing through the t-test (partial) and F-test (simultaneous). All data processing was carried out with the help of SPSS version 25 at a 5% significance level.

4. RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of the 60 respondents by gender, age, education, and length of service are presented in Table 6.

Table 6. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	49	81.7%
	Female	11	18.3%
Age	20-25 years	31	51.7%
	26-35 years	23	38.3%

Characteristic	Category	Frequency	Percentage
Education	46-50 years	6	10.0%
	High school (SMA/SMK)	32	53.3%
	Diploma (D3)	3	5.0%
	Bachelor (S1)	25	41.7%
Length of Service	0-1 year	16	26.7%
	2-3 years	20	33.3%
	4-5 years	22	36.7%
	>6 years	2	3.3%

Source: Processed using SPSS 25 (2025)

Based on Table 6, the majority of respondents were male (81.7%), aged 20-25 years (51.7%), had a high-school education (53.3%), and had worked for 4-5 years (36.7%). This composition indicates that most employees are of productive age with adequate work experience.

Descriptive Analysis of Variables

Respondents' responses to the work discipline variable (X1) produced an average score of 4.10, which falls within the 3.40-4.19 range in the good category. The work ethic variable (X2) obtained an average score of 4.09 in the good category, and the employee productivity variable (Y) obtained an average score of 4.23, which falls within the 4.20-5.00 range in the very good category. A recapitulation of respondents' responses is presented in Table 7. The lowest average score for the work discipline variable was on the statement regarding punctual arrival at work (3.60), for the work ethic variable on the statement regarding conveying new ideas (4.01), and for the productivity variable on the statement regarding work spirit under pressure (4.13).

Table 7. Recapitulation of Respondents' Responses per Variable

Variable	Number of Items	Average Score	Category
Work Discipline (X1)	10	4.10	Good
Work Ethic (X2)	10	4.09	Good
Employee Productivity (Y)	10	4.23	Very Good

Source: Processed by the researcher (2025)

In detail, respondents' responses to the ten statement items of the work discipline variable (X1) are presented in Table 8.

Table 8. Responses to the Work Discipline Variable (X1)

No	Statement	Mean	Criterion
1	I always arrive at work on time	3.60	Good
2	If I am late or unable to attend, I inform my superior first	3.88	Good
3	I understand all the work regulations in force at the company	4.05	Good
4	I strive to comply with all established work rules	4.22	Very Good
5	I follow the work procedures set by the company	4.30	Very Good
6	I work according to the deadlines and targets set	4.26	Very Good
7	I recheck my work to avoid errors	4.20	Very Good
8	I am aware that small negligence can greatly affect team work	4.40	Very Good

No	Statement	Mean	Criterion
9	I respect the rights and opinions of coworkers, superiors, and subordinates	4.26	Very Good
10	I strive to be honest in reporting my work results	4.00	Good
	Variable Average	4.10	Good

Source: Processed by the researcher (2025)

Table 8 shows that the highest score was on the awareness that small negligence greatly affects team work (4.40), while the lowest score was on punctual arrival at work (3.60). This indicates that the aspect of punctual attendance still needs improvement, even though work discipline overall is in the good category.

Respondents' responses to the ten statement items of the work ethic variable (X2) are presented in Table 9.

Table 9. Responses to the Work Ethic Variable (X2)

No	Statement	Mean	Criterion
1	I am open to input and criticism from others	4.03	Good
2	I can build positive working relationships with coworkers and superiors	4.23	Very Good
3	I support and help coworkers when they need assistance	4.08	Good
4	I look for ways to improve my own work results without being asked	4.05	Good
5	I offer help when I see a coworker needs support	4.08	Good
6	I suggest new ideas that improve work efficiency or quality	4.01	Good
7	I complete tasks on time as agreed	4.15	Good
8	I keep my work commitments despite personal challenges	4.21	Very Good
9	I deliver consistent work results that meet expectations	4.06	Good
10	I rarely am absent or leave work without a clear reason	4.03	Good
	Variable Average	4.09	Good

Source: Processed by the researcher (2025)

Table 9 shows the highest score on the ability to build positive working relationships (4.23), while the lowest score was on conveying new ideas to improve efficiency or work quality (4.01). This indicates the need to encourage employees to be more proactive in conveying innovative ideas.

Respondents' responses to the ten statement items of the employee productivity variable (Y) are presented in Table 10.

Table 10. Responses to the Employee Productivity Variable (Y)

No	Statement	Mean	Criterion
1	I feel productive during working hours	4.18	Good
2	I can complete work faster without sacrificing quality	4.17	Good
3	I am open to input to improve my work results	4.20	Very Good
4	I evaluate my work results to improve them in the future	4.32	Very Good
5	I remain enthusiastic at work despite pressure or challenges	4.13	Good
6	I feel appreciated, so my work spirit is maintained	4.18	Good

No	Statement	Mean	Criterion
7	I feel self-development is important to increase productivity	4.15	Good
8	I have personal targets for improving my work competence	4.32	Very Good
9	I follow the applicable work standards to maintain quality	4.27	Very Good
10	I can set work priorities well to be more efficient	4.40	Very Good
	Variable Average	4.23	Very Good

Source: Processed by the researcher (2025)

Table 10 shows the highest score on the ability to set work priorities efficiently (4.40), while the lowest score was on work spirit in facing pressure (4.13). Overall, the productivity variable is in the very good category, indicating that employees rate themselves as fairly productive, although there is still room for improvement in managing work pressure.

Validity and Reliability Tests

The validity test was conducted by comparing the calculated r-value against the r-table value of 0.2542 (df = 58; alpha = 5%). The validity test results show that all statement items across the three variables have a calculated r-value greater than the r-table, with r-values ranging from 0.389-0.696 for work discipline, 0.561-0.812 for work ethic, and 0.429-0.676 for productivity, so that all items are declared valid. The reliability test results are presented in Table 11.

Table 11. Reliability Test Results

Variable	Cronbach's Alpha	Minimum Alpha	Result
Work Discipline (X1)	0.750	0.600	Reliable
Work Ethic (X2)	0.881	0.600	Reliable
Employee Productivity (Y)	0.779	0.600	Reliable

Source: Processed using SPSS 25 (2025)

Based on Table 11, the Cronbach's Alpha value of all variables is greater than 0.600, so that all measurement constructs are declared reliable and suitable for use as measuring instruments.

Classical Assumption Tests

The classical assumption test results are presented in Table 12. The One-Sample Kolmogorov-Smirnov normality test produced an Asymp. Sig. (2-tailed) value of 0.200 > 0.05, further supported by a bell-shaped histogram pattern and the distribution of points on the P-Plot graph following the diagonal line, so that the residuals are declared normally distributed. The multicollinearity test produced a tolerance value of 0.640 > 0.1 and a VIF value of 1.562 < 10 for both independent variables, so that no multicollinearity occurs. The heteroscedasticity test using the Glejser test produced significance values of 0.170 for X1 and 0.156 for X2 (both > 0.05), so that the model is free from heteroscedasticity. The autocorrelation test produced a Durbin-Watson value of 2.296, which lies within the 1.55-2.45 range, so that no autocorrelation exists.

Table 12. Summary of Classical Assumption Test Results

Test	Value	Criterion	Result
Normality (K-S)	Asymp. Sig. = 0.200	> 0.05	Normal
Multicollinearity	Tolerance = 0.640; VIF = 1.562	> 0.1; < 10	Free
Heteroscedasticity (Glejser)	Sig. X1 = 0.170; X2 = 0.156	> 0.05	Free
Autocorrelation (Durbin-Watson)	DW = 2.296	1.55-2.45	Free

Source: Processed using SPSS 25 (2025)

Simple Linear Regression Analysis

The simple linear regression of work discipline on productivity produced the equation $Y = 28.223 + 0.342X_1$, meaning that every one-unit increase in work discipline will increase employee productivity by 0.342 units. The simple linear regression of work ethic produced the equation $Y = 23.058 + 0.470X_2$, meaning that every one-unit increase in work ethic will increase employee productivity by 0.470 units.

Multiple Linear Regression Analysis

Table 13. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	21.807	3.163	-	6.894	0.000
Work Discipline	0.070	0.088	0.096	0.799	0.428
Work Ethic	0.430	0.083	0.624	5.177	0.000

Source: Processed using SPSS 25 (2025)

Based on Table 13, the multiple linear regression equation obtained is $Y = 21.807 + 0.070X_1 + 0.430X_2$. The constant of 21.807 indicates that if work discipline and work ethic are zero, employee productivity is at 21.807. The regression coefficient of work discipline is 0.070 and of work ethic is 0.430, both positive, meaning that an increase in the two independent variables will drive an increase in employee productivity.

Correlation and Determination Coefficients

Table 14. Correlation and Determination Coefficient Results

Relationship	R	R Square	Relationship Level
X1 on Y (partial)	0.470	0.221	Moderate
X2 on Y (partial)	0.682	0.464	Strong
X1 & X2 on Y (simultaneous)	0.686	0.470	Strong

Source: Processed using SPSS 25 (2025)

Based on Table 14, partially, work discipline has a moderate relationship ($R = 0.470$) with a contribution of 22.1%, while work ethic has a strong relationship ($R = 0.682$) with a contribution of 46.4%. Simultaneously, the correlation coefficient (R) of 0.686 indicates a strong relationship, with an R Square of 0.470, meaning that 47% of the variation in employee productivity can be explained by work discipline and work ethic, while the remaining 53% is influenced by other factors outside the research model.

Hypothesis Testing

The t-test was conducted by comparing the calculated t-value with the t-table value of 2.001 ($df = 58$; $\alpha = 5\%$; two-tailed). The t-test for work discipline produced a calculated t-value of $4.061 > 2.001$ with a significance of $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, meaning that work discipline has a positive and significant partial effect on employee productivity. The t-test for work ethic produced a calculated t-value of $7.093 > 2.001$ with a significance of $0.000 < 0.05$, so that work ethic also has a positive and significant partial effect on employee productivity. The results of the simultaneous test (F-test) are presented in Table 15.

Table 15. Simultaneous Test (F-test) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	406.901	2	203.450	25.316	0.000
Residual	458.082	57	8.037		
Total	864.983	59			

Source: Processed using SPSS 25 (2025)

Based on Table 15, the calculated F-value of 25.316 > F-table of 4.010 with a significance of $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted. Thus, work discipline and work ethic simultaneously have a positive and significant effect on employee productivity.

The Effect of Work Discipline on Employee Productivity

The analysis shows that work discipline has a positive and significant partial effect on employee productivity, evidenced by the regression equation $Y = 28.223 + 0.342X_1$, a calculated t-value of $4.061 > 2.001$, and a significance of $0.000 < 0.05$. The correlation coefficient of 0.470 indicates a moderate-category relationship with a contribution of 22.1%. This result is consistent with the study by Sari, Santoso, and Sima (2022), which found that work discipline has a positive and significant effect on the productivity of Kuta Central Park Hotel employees, as well as the study by Azizah et al. (2024). This finding confirms that employees who obey rules, are punctual, take responsibility for their tasks, and are consistent in their work tend to produce more optimal performance. In practical terms, efforts to improve work discipline through structured supervision, routine coaching, and the creation of a work environment that encourages compliance will positively impact both individual and overall organisational productivity.

The Effect of Work Ethic on Employee Productivity

The analysis shows that work ethic has a positive and significant partial effect on employee productivity, evidenced by the regression equation $Y = 23.058 + 0.470X_2$, a calculated t-value of $7.093 > 2.001$, and a significance of $0.000 < 0.05$. The correlation coefficient of 0.682 indicates a strong relationship with a contribution of 46.4%, which is greater than that of the work discipline variable. This result is consistent with the study by Mustofa (2022), which concluded that work ethic partially has a positive and significant effect on teacher productivity at MTsN 1 Kediri, as well as the study by Sari, Islamuddin, and Finthariasari (2020). This finding confirms that a work ethic reflected in interpersonal skill, initiative at work, and the reliability of employees plays an important role in increasing productivity. The company needs to continue developing these three aspects because interpersonal skill facilitates cooperation, initiative drives proactive task completion, and reliability ensures work is completed to standard.

The Simultaneous Effect of Work Discipline and Work Ethic on Employee Productivity

The multiple linear regression analysis produced the equation $Y = 21.807 + 0.070X_1 + 0.430X_2$ with a calculated F-value of 25.316 > F-table of 4.010 and a significance of $0.000 < 0.05$, meaning that work discipline and work ethic simultaneously have a positive and significant effect on employee productivity with a contribution of 47%. This result is consistent with the study by Firdasari (2023), which showed that work discipline and work ethic simultaneously have a significant effect on employee productivity at PT KS Bangunan, Tasikmalaya City. Disciplined employees tend to work according to the rules and use their time effectively, while a high work ethic encourages employees to be more enthusiastic, responsible, and to give their best effort. The combination of the two impacts increased productivity, seen in the ability to complete tasks, improvement in work results, stable work spirit, willingness to develop oneself, better work quality, and efficiency at work.

Theoretically, the results of this study reinforce the concept that work productivity is a function of individual behaviour in the workplace, where compliance with rules (discipline) and enthusiasm and dedication at work (work ethic) are important determinants. The 47% contribution also indicates that there are still 53% of other factors outside the model, such as motivation, compensation, leadership, and the work environment, which potentially also influence productivity and need to be examined in future research. In practical terms, PT Rodaniaga Kokoh Nusantara needs to strengthen work discipline and work ethic simultaneously through integrated coaching policies so that employee productivity continues to increase and company targets can be optimally achieved.

5. CONCLUSION AND RECOMMENDATIONS

Based on the research results and discussion, the following conclusions can be drawn. First, work discipline has a positive and significant partial effect on employee productivity at PT Rodaniaga Kokoh

Nusantara, Tangerang Regency, evidenced by a calculated t-value of $4.061 > t\text{-table of } 2.001$ and a significance of $0.000 < 0.05$. Second, work ethic has a positive and significant partial effect on employee productivity, evidenced by a calculated t-value of $7.093 > t\text{-table of } 2.001$ and a significance of $0.000 < 0.05$. Third, work discipline and work ethic simultaneously have a positive and significant effect on employee productivity, evidenced by a calculated F-value of $25.316 > F\text{-table of } 4.010$ and a significance of $0.000 < 0.05$, with a contribution of 47% to the variation in employee productivity, while the remaining 53% is influenced by other factors outside the research model.

Based on these findings, it is recommended that the company improve employees' time discipline, given that the lowest score on the work discipline variable was on the punctuality-of-attendance aspect, among others through more structured attendance monitoring and routine coaching. The company also needs to encourage employees to be more active in conveying new ideas to improve work efficiency and quality, for example through periodic team discussion forums. In addition, employees need to be supported in maintaining their work spirit amid work pressure through stress management and the arrangement of work priorities. For future researchers, it is recommended to add other variables outside the model, such as motivation, work environment, or compensation, given that 53% of the variation in productivity is explained by other factors, as well as to broaden the research object to companies with different characteristics so that the results can be more generalisable.

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