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**THE INFLUENCE OF WORK ETHIC AND WORKLOAD ON THE  
PERFORMANCE OF BONDOWOSO EDUCATION OFFICE EMPLOYEES,  
THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE**



**Churoida Hadyaningrum<sup>1</sup>**

**Universitas Muhammadiyah Jember, Jember, Indonesia**  
[churoida1986@gmail.com](mailto:churoida1986@gmail.com)

**Toni Herlambang<sup>2</sup>**

**Universitas Muhammadiyah Jember, Jember, Indonesia**  
[toniherlambang@unmuhjember.ac.id](mailto:toniherlambang@unmuhjember.ac.id)

**Moh Halim<sup>3</sup>**

**Universitas Muhammadiyah Jember, Jember, Indonesia**  
[halim@unmuhjember.ac.id](mailto:halim@unmuhjember.ac.id)

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**Abstract**

This study aims to analyze the influence of work ethic and workload on the performance of employees of the Bondowoso Education Office with work discipline as an intervening variable. This study uses a quantitative approach with a survey method of employees within the Bondowoso Education Office. The results of the study show that work ethic and workload each have a significant effect on employee performance. In addition, work ethic and workload have also been shown to have a positive effect on work discipline, while work discipline directly has an impact on improving employee performance. The path analysis revealed that work discipline mediates the influence of work ethic and workload on employee performance, so work discipline is an important factor that strengthens the relationship between the two variables on performance. These findings affirm the importance of strengthening the value of work ethic, workload management, and improving discipline as the main strategies in efforts to optimize employee performance at the Bondowoso Education Office.

**Keywords:** Work Ethic, Workload, Work Discipline, Employee Performance, Bondowoso Education Office

## INTRODUCTION

In recent years, Indonesia has entered an era of bureaucratic transformation that has had a significant impact on governance and public services in various sectors, especially the education sector (Utami et al., 2024). The pressures of globalization and regulatory changes often spur a shift in the way government organizations work, so that the demand for improving the quality of human resources becomes increasingly intense. (Muzaini et al., 2024). The central and regional governments face the expectations of the public who want faster, more transparent, and accountable services, in line with the development of information technology that transforms administrative processes and organizational communication patterns (Scott, 2021). However, the reality on the ground often shows that there is a disparity between public expectations for excellent service and the reality of the implementation of the daily duties of state apparatus, including in the education environment (Zega, 2025). Problems such as stagnant productivity levels, decreased employee work motivation, and inconsistent discipline are still the main challenges in pursuing continuous improvement (Sugiyanto & Santoso, 2021). The national public satisfaction survey and the regional level internal audit report prove that the quality of the performance of the state civil servants (ASN) remains a central issue that must be addressed through comprehensive and continuous efforts so that the goals of national development and educational missions can be realized optimally (Handoyo, 2024).

Employee performance holds a crucial position as a determinant of organizational success, reflecting the effectiveness and efficiency of the implementation of the administrative wheel, both in public and private agencies (Scarlet & Scarlett, 2024). In the context of government, high employee performance plays a direct role in supporting the achievement of the institution's vision and mission, improving the quality of services to the community, and the maturity of institutional adaptation to various strategic changes, both internal and external (Hairudin, 2025). One of the fundamental factors that can determine the high and low performance of employees is work ethic. Work ethic can be interpreted as moral encouragement, enthusiasm, and patterns of integrity that form an effective and positive work culture in the organizational environment (Ismi Kusuma Dewi et al., 2023). Individuals with a high work ethic usually show extraordinary dedication, loyalty to the company's vision, and discipline in completing tasks, so that the work results achieved are more optimal and consistent (Sayoga et al., 2022). In addition to work ethic, workload is an important variable that affects employee performance achievement (Chandra, 2024). Workload is directly related to the volume of tasks or responsibilities that must be completed within a certain period of time by employees (Baraba, 2021). A proportionate workload can stimulate productivity and encourage employees to more effectively manage time and resources. However, excessive workload will have the potential to cause psychological stress, physical fatigue, and decreased performance and productivity (Hermawan, 2024). Work discipline is a determining factor that can strengthen or even weaken the effectiveness of the influence of work ethic and workload on employee performance (Tenri Lala et al., 2023). Work discipline shows employees' compliance with norms, organizational rules, and consistency in carrying out duties according to established procedures (Rukoyah & Susilawati, 2025). As a mediating variable, work discipline plays a role in integrating the positive influence of work ethic and balancing the negative impact of a disproportionate workload on the final outcome of

employee performance (Fajri, 2024). Highly disciplined employees are able to maximize work ethic effectively and manage workload without sacrificing performance quality (Tanjung & Rasyid, 2023).

Although the relationship between work ethic, workload, and employee performance has been widely studied, a number of previous studies have shown that there is a gap that needs to be further researched. First, there is still little research that specifically analyzes work discipline as a mediating variable that plays an important role in the process of determining employee performance, especially in local government agencies (Silviya Shoimi, 2024), (Jhoansyah, 2022), (Imron, 2024) and (Doorman & Reader, 2024). Second, the results of several studies show that there is an inconsistency of influence between variables, and some even found that there is no significant influence on certain conditions, thus emphasizing the importance of further research to fill scientific gaps in order to obtain a more comprehensive and comprehensive picture (Klobor et al., 2022), (Zebua, 2021) and (Imron, 2024). Third, there is a relatively lack of measurable and valid research instruments that specifically assess the impact of work discipline as a mediator and other variables that can function as a reinforcer or weakener of the relationship between the main variables (Dani & Mujanah, 2021). Fourth, research in the regional education sector in particular has not systematically identified relevant moderation or mediation variables to enrich theoretical and empirical models, so this research is expected to make a substantial scientific contribution through contextual approaches and more accurate instrument development (Noverina, 2021).

The object of this research is the Bondowoso Regency Education Office, a local government institution with a central role in the management, development, and supervision of the education sector in the Bondowoso area.

**Table 1. Internal Phenomena of the Bondonoso Education Office**

Yes	Variable	Characteristics / Findings	Numbers/Proportions
1	Employee discipline	The level of discipline within the Bondowoso Education Office is below the target of the main performance indicators	35%
2	Late attendance or completion of administrative tasks	Around 27.6% of employees experienced delays in attendance or completion of administrative tasks at least once last semester	27,6%
3	Workload vs resources	The results of internal surveys show that only 35% of employees consider their workload to be proportional to the available resources and facilities	35%

Source : Data processed by researchers (2026)

Based on internal audit data in 2024, it was recorded that the level of employee discipline within the Bondowoso Education Office was still below the target of the main performance indicators. Around 27.6% of employees were recorded to have been delayed in attendance or completion of administrative tasks at least once last semester, while the results of internal surveys indicated that only 35% of employees considered their workload to be proportional to the available resources and facilities. This fact emphasizes the need for a deeper examination of the variables that determine employee performance such as work ethic, workload, and work discipline, which are expected to be able to increase service effectiveness and achieve organizational strategic goals.

The implications of the results of this study are expected to provide a basis for practical considerations for the leadership of the Bondowoso Education Office in formulating policies and designing programs to improve employee performance. The aspect of developing work ethic and managing workload effectively, when combined with strengthening the culture of work discipline, is believed to be able to significantly improve employee performance. The role of work discipline as a mediating variable is important to strengthen the positive impact of a high work ethic and a well-managed workload, so that a productive, collaborative, and results-oriented work environment can be realized. In addition, the results of this research can also be used as a reference for the development of data-based internal monitoring and evaluation systems so that human resource development programs run effectively and sustainably according to the needs and characteristics of local government institutions.

This research offers novelty, especially in terms of combining analysis between the influence of work ethic and workload on employee performance through work discipline as an intervening variable, a context that has not been explored specifically in local government agencies, especially in the field of education such as the Bondowoso Regency Education Office. In addition, this study develops a relevant and structured work discipline measurement instrument, as well as presents an initial identification of the potential of other mediating and moderation variables that may strengthen or weaken the relationship between variables. Thus, this research not only contributes to the development of academic studies and public human resource policy discourses, but also offers applicative recommendations that can be used to encourage the strengthening of human resource governance in an effort to support the progress of the education sector at the regional level.

## **REVIEW OF LITERATURE**

### **Work Ethic**

(Klobor et al., 2022) Stating that work ethic is the work spirit of employees that encourages them to work better to produce added value. (Mohammad Jihat, 2024) Adding that work ethic is a set of positive behaviors rooted in awareness, fundamental beliefs, and total commitment to an integral work paradigm.

### **Workload (x2)**

(Parawansa et al., 2021) defines workload as the body's ability to accept the demands of tasks or work that must be completed. While (Elvatiana et al., 2024) emphasizing that the

workload includes a large series of activities that workers must complete in a limited time, and if it is excessive, it will become a burden.

### **Work Discipline (Z)**

Work discipline is an attitude and behavior of obedience and obedience to organizational rules and regulations, which are rooted in personal awareness and responsibility. Discipline is not only a formal obligation, but also a moral commitment that encourages individuals to consistently carry out their duties effectively and efficiently in order to realize order and achieve overall organizational goals.

### **Employee Performance (Y)**

Performance is the ability and work results of individuals or groups that show the extent to which tasks can be completed well, on time, and according to the standards set by the organization, which ultimately contributes to the achievement of the organization's overall vision, mission, and goals (Norfolk, 2023)

## **RESEARCH METHOD**

This study uses a quantitative research method with *an explanatory* approach. The population in this study is 85 employees of the Bondowoso Regency Education Office, so the author takes 100% of the total population of 195 employees of the Bhakti Husada Banyuwangi Hospital. In this study, the author uses the *saturated sampling technique* method, which is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research used *structural equation modeling* (SEM) with the SmartPLS statistical tool. The scale used is a likert scale of 1-5. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

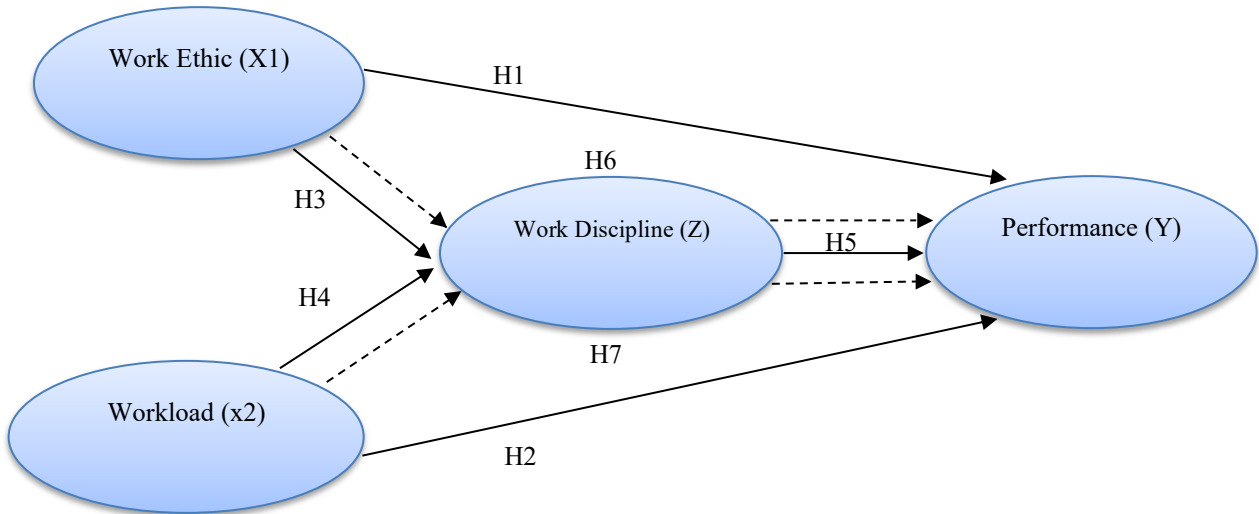
### **Research Hypothesis**

This study aims to analyze the influence of work ethic and workload on the performance of employees of the Bondowoso Education Office, through work discipline as an intervening variable. Based on the literature review and previous research, the hypotheses proposed in this study are as follows:

- H1 : Work ethic affects the performance of employees of the Bondowoso Education Office.
- H2 : Workload affects the performance of employees of the Bondowoso Education Office.
- H3 : Work ethic affects the work discipline of the Bondowoso Education Office.
- H4 : Workload affects the work discipline of the Bondowoso Education Office.
- H5 : Work discipline affects the performance of employees of the Bondowoso Education Office.
- H6 : Work ethic affects the performance of employees of the Bondowoso Education Office, through work discipline as an intervening variable.
- H7: Workload affects the performance of employees of the Bondowoso Education Office, through work discipline as an intervening variable.

**Research Model**

This research model describes the relationship between independent variables (Work Ethic and Workload) and variabel mediasi (Work Discipline) to dependent variables (performance). This model can be illustrated as follows:



The description of this research model shows that independent variables such as work ethic inclusivity (X1), workload (X2), and work discipline (Z) have a direct and indirect relationship to employee performance (Y), which will be tested through the hypothesis path H1 to H7. This study uses a quantitative approach with a survey method, where data is collected through a questionnaire with a Likert scale. The data analysis technique used was Warp Partial Least Squares (WarpPLS) to test the complex structural relationships and mediation effects between latent variables.

**RESULTS AND DISCUSSION**

**Outer Loading Test**

**Table 2.**  
**Outer-Loadings Results**

	Z		Y		X1		X2
Z1	0.865	Y1	0.869	X1.1	0.797	X2.1	0.849
Z2	0.769	Y2	0.879	X1.2	0.837	X2.2	0.873
Z3	0.747	Y3	0.772	X1.3	0.821	X2.3	0.863
Z4	0.808	Y4	0.767	X1.4	0.831	X2.4	0.834
Z5	0.777	Y5	0.812	X1.5	0.802	X2.5	0.735
Z6	0.833			X1.6	0.848		

Source: Researcher-processed data (2026)

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

**Contruck Reliability and Validity**

**Table 3.**  
**Contruck Reliability and Validity Results**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.8 17	0.742	0.757	0.8 82
Y	0.8 51	0.739	0.718	0.8 85
X1	0.907	0.932	0.926	0.8 77
X2	0.8 82	0.8 83	0.8 97	0.8 39

Source: Researcher-processed data (2026)

The basis used in the reability test is the Composite reability coefficient value and Cronbach's alpha coefficients above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as the Composite reability coefficient value and Cronbach's alpha coefficients > 0.70. Meanwhile, the root value of AVE and Rho\_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

**Structural Model Testing (Inner Model)**

**a. Calculation of Direct Influence Path Coefficient**

**Table 4.**  
**Direct Influence Path Coefficient Value**

Hypothesis	T Statistics	P values	Remarks
X1 → Y	0.513	0.005	Positive and Significant Effect
X2 → Y	0.765	0.004	Positive and Significant Effect
Z → Y	2.323	0.000	Positive and Significant Effect
X1 → Z	0.766	0.004	Positive and Significant Effect
X2 → Z	0.882	0.001	Positive and Significant Effect

Source: Researcher-processed data (2026)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- a. The influence of work ethic (X1) on employee performance (Y) the analysis results show that the T Statistics value is 0.513 and the p-value is 0.005. Because the p-value is lower than the significance level of  $\alpha$  ( $0.005 < 0.05$ ). This indicates that there is a significant positive influence of X1 (work ethic) on Y (employee performance).
- b. The effect of workload (X2) on employee performance (Y) the analysis results showed that the T Statistics value was 0.765 and the p-value was 0.004. Because the p-value is

- lower than the significance level of  $\alpha$  ( $0.004 < 0.05$ ). This indicates that there is a significant positive influence of X2 (workload) on Y (employee performance).
- c. The effect of work discipline (Z) on employee performance (Y) the results of the analysis showed that the T Statistics value was 2,323 and *the p-value* was 0.000. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.000 < 0.05$ ). This indicates that there is a significant positive influence of Z (work discipline) on Y (employee performance).
  - d. The influence of work ethic (X1) on work discipline (Z) the analysis results showed that the T Statistics value was 0.766 and *the p-value* was 0.004. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.004 < 0.05$ ). This indicates that there is a significant positive influence of X1 (work ethic) on work discipline (Z).
  - e. The effect of workload (X2) on work discipline (Z) the analysis results showed that the T Statistics value was 0.882 and *the p-value* was 0.001. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.001 < 0.05$ ). This indicates that there is a significant positive influence of X2 (workload) on work discipline (Z).

**b. Influence of Indirect Influence Pathways**

**Table 5.**

**Indirect Influence Path Coefficient**

Hypothesis	T Statistics	P values	Remarks
X1 → Z → Y	0.990	0.003	Significant
X2 → Z → Y	0.792	0.002	Significant

Source: Researcher-processed data (2026)

The results given in table 5. The above shows the indirect influence of the variable X1 (work ethic) on the influence of the variable Y (employee performance) mediated by work discipline (Z), then the influence of the variable X2 (workload) on the variable Y (employee performance) through the variable of work discipline (Z) as mediation, as follows:

- a. The indirect influence from X1 (work ethic) to Y (employee performance) which was mediated by the variable Z (work discipline) the results of the analysis showed that the T Statistics value was 0.990 and *the p-value* was 0.003. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.003 < 0.05$ ). This indicates that there is a significant positive influence of X1 (work ethic) on Y (employee performance) mediated by work discipline (Z).
- b. The indirect influence from X2 (workload) to Y (employee performance) which was mediated by the variable Z (work discipline) the results of the analysis showed that the T Statistics value was 0.792 and *the p-value* was 0.002. Because *the p-value* is lower than the significance level of  $\alpha$  ( $0.002 < 0.05$ ). This indicates that there is a significant positive influence of X2 (workload) on Y (employee performance) mediated by work discipline (Z).

## Coefficient of Determination $R^2$

**Table 6.**  
**Adjusted R-squared coefficients**

Adjusted R-squared coefficients	
Work Discipline (Z)	0.811
Performance (Y)	0.840

Source : Data processed research (2026)

The above determination coefficients are presented in the form of Adjusted R-squared coefficients in table 4.10. Based on the r-square value in the table, it shows that work discipline is able to explain employee performance by 81.1% or categorized as moderate, and the remaining 18.9% is explained by other constraints outside of those studied in this study. Meanwhile, employee performance was able to explain the work discipline variable by 84.0% or categorized as moderate correlation, and the remaining 16.0% was explained by other constraints outside of those studied in this study.

### **Work Affects the Performance of Bondowoso Education Office Employees**

Work ethic is an important factor that determines the extent to which employees are able to carry out their duties well and contribute to the achievement of organizational goals. In the context of public bureaucracy, work ethic not only reflects individual enthusiasm and responsibility, but also describes a collective work culture that supports the improvement of the effectiveness of public services in the field of education. Therefore, the analysis of each work ethic indicator provides a more comprehensive understanding of how attitudes, behaviors, and work values affect employee performance.

The findings of the study show that work ethic has a significant influence on improving the performance of employees of the Bondowoso Education Office. Employees with a high work ethic are proven to be able to show more optimal performance, both in terms of productivity, service quality, and discipline. Basic values such as responsibility, sincerity, and enthusiasm make a positive contribution to the effectiveness of the implementation of tasks and the achievement of organizational goals. This emphasizes that the formation of a strong work ethic is the main key in building the professionalism of the apparatus. Interpersonal skills indicators play an important role in improving coordination and collaboration, both between employees and with external parties such as schools and the community. Employees who have good communication and social relations skills are better able to create a harmonious and conducive work atmosphere, so that it has a positive impact on improving individual and team performance.

Furthermore, the indicators of initiative, reliability, hard work, smart work, and sincere work reinforce evidence that work ethic has a broad dimension to employee performance. Proactive and highly initiative employees drive innovation and work efficiency, while a reliable attitude reflects consistency and responsibility in completing tasks on time with optimal quality. In the context of hard work and smart work, employees who are able to combine dedication with the use of technology and effective work strategies show more productive and efficient performance. Sincere work is a moral foundation that strengthens integrity and loyalty to the institution, creates a positive image and increases public trust in the service. Overall, this study emphasizes that fostering a work culture that

reflects initiative, responsibility, innovation, and sincerity is a key factor in realizing the performance of superior, adaptive, and service-oriented educational organizations for the community.

The results of this study are in line with the findings of the (Firdausyi, 2022; Maharani & Efendi, 2021; Parawansa et al., 2021; Yerisva et al., 2024) which shows that work ethic has a positive effect on the performance of state civil servants in the local government environment. The study found that employees with a high work ethic are more disciplined, have strong fighting power, and are oriented towards quality work results. Similarly, research by (Husniyah et al., 2022) and (Mohammad Jihat, 2024) in the context of public organizations in East Java also supports that work ethic supported by the values of sincerity, honesty, and responsibility is able to increase the effectiveness and professionalism of employee performance. Thus, the results of this study strengthen empirical evidence that strengthening work ethic is an important strategy in improving the performance of government apparatus.

### **Workload affects the performance of employees of the Bondowoso Education Office**

Workload is one of the important factors that affect employee performance in an organization, including within the Bondowoso Education Office. The workload is not only related to the number of tasks, but also includes various mental, physical, and temporal demands that employees must face in carrying out daily tasks. The effectiveness of workload management will greatly determine the extent to which employees are able to maintain the quality and productivity of work and achieve optimal organizational targets. Therefore, understanding the dimensions of workload is important to explain how workload affects the performance of employees of the Bondowoso Education Office.

The results of the study show that mental demand indicators have a central role in determining employee performance, especially in analytical tasks such as school data processing, curriculum assessment, and coordination between educational institutions. High levels of mental demands can increase cognitive load and risk causing fatigue, but if managed proportionately, it can actually optimize intellectual potential and produce quality work output. On the other hand, physical demand also affects performance, especially in field activities such as document verification and school visits. Balanced physical load management helps maintain stamina, while excessive physical stress can reduce employee productivity. Furthermore, the temporal demand is closely related to the employee's ability to deal with the pressure of time to complete tasks. Employees who are able to manage their time well show high discipline and produce more timely performance, while excessive pressure without adequate resource support has the potential to cause stress and decreased productivity.

In addition, the effort level indicator reflects the seriousness and motivation level of employees in achieving work targets. Employees who are willing to go the extra mile, such as working overtime or increasing work intensity during the program evaluation period, generally show a high level of commitment and dedication to achieving organizational results. The level of frustration is an important aspect that affects psychological conditions and work comfort. Operational obstacles, policy changes, or internal pressures can cause stress and disrupt work effectiveness if not properly anticipated. Therefore, stress management and psychological support from the organization are important strategies in maintaining the mental balance of employees. Overall, the management of five indicators of mental, physical, time, effort, and frustration workload proportionally is a key factor in

maintaining employee welfare and ensuring optimal performance within the Bondowoso Education Office.

The results of this study are in line with various previous studies that show that workload has a significant influence on employee performance. For example, research (Alhigna, 2023; Mustakim et al., 2021; Nurhandayani, 2022), (Soares Yuningsih et al., 2023) and (Chandra, 2024) Finding that a well-managed workload can increase the productivity and job satisfaction of government officials. In the Bondowoso local government itself, proper workload management has been proven to increase employee discipline and commitment to the tasks given. Thus, workload management strategies and employee capacity development are the main keys in improving the performance of public organizations such as the Bondowoso Education Office.

### **Work ethic affects the work discipline of the Bondowoso Education Office**

Work discipline is the main foundation in ensuring the effectiveness and efficiency of the implementation of duties within the Bondowoso Education Office. Work ethic as the foundation of work values and attitudes is the main factor that shapes employee discipline behavior, ranging from punctuality, compliance with rules, to consistency in carrying out daily tasks. A strong work ethic fosters moral responsibility and professionalism, which ultimately improves the quality of educational services to the community. That way, the formation and strengthening of employee work ethic becomes a strategic need in building a productive and harmonious work culture in the official environment.

The findings of the study show that interpersonal skills have a crucial role in building and maintaining the work discipline of employees of the Bondowoso Education Office. Employees who have the ability to establish good social relationships with colleagues, superiors, and external parties are able to create a harmonious and conducive work atmosphere. Effective communication and solid cooperation not only strengthen individual discipline, but also form a culture of mutual reminding and shared responsibility within the team. Furthermore, initiatives as a form of proactive work ethic also contribute to fostering discipline. Employees who take the initiative tend not to rely on instructions, but actively seek solutions and ensure timely completion of tasks. This proactive attitude builds an orderly work system, increases a sense of responsibility, and strengthens compliance with applicable work rules and procedures.

In addition, indicators are reliable, hard work, smart work, and sincere work are important dimensions that strengthen employee work discipline. Reliable employees demonstrate consistency in meeting deadlines, administrative accuracy, and adherence to work standards, thus fostering organizational trust in individuals. Meanwhile, the spirit of hard work reflects high dedication, where employees show perseverance and integrity in carrying out their duties despite facing limitations. Smart work complements this spirit with a strategic and efficient approach, combining innovation with optimal time and resource management. As for sincere work, it strengthens the moral and spiritual aspects of the work ethic, making discipline not just formal obedience, but born from personal awareness and integrity. Thus, these six indicators of work ethic synergistically form the foundation of an organizational culture that is disciplined, productive, and oriented towards optimal public service.

The findings of this study are consistent with various previous studies that emphasize that work ethic has a significant influence on the work discipline and performance of local

government employees, including in Bondowoso (Afandi, 2021; Candana, 2021; Dwinanda et al., 2023; Halizah, 2023) and (Doorman & Reader, 2024) reinforcing the conclusion that work ethic as an internal value provides a solid basis for employees to obey procedures, maintain integrity, and achieve optimal performance. Thus, strengthening work ethic is the main strategy in improving the quality of discipline and work results within the Bondowoso Education Office.

### **Workload affects the work discipline of the Bondowoso Education Office**

Effective management of work discipline is one of the main foundations in maintaining the quality and smooth implementation of duties within the Bondowoso Education Office. Workload plays a central role as an external factor that encourages, shapes, and tests employee discipline levels. The workload is not only related to the number of tasks that must be completed, but also includes the quality of mental and physical demands, time constraints, effort intensity, and psychological conditions during work. A thorough understanding of these dimensions of workload is important to maintain a culture of work discipline in public organizations, while supporting professionalism and employee satisfaction.

The results of the study show that the indicator of mental demand has a significant role in influencing the work discipline of employees of the Bondowoso Education Office. High intellectual activities, such as school data analysis, the design of educator and education personnel development programs (PTK), and curriculum assessments, demand high concentration and precision from employees. A balanced level of mental needs encourages focus and adherence to work procedures, thus strengthening discipline in the execution of tasks. However, when the mental load exceeds the individual's capacity, the risk of negligence, decreased compliance, and work stress tends to increase. On the other hand, physical demand also affects discipline, especially in work that involves field activities. When physical loads are managed according to their abilities, employees can maintain routine and punctuality of work. On the other hand, physical fatigue due to excessive demands has the potential to reduce commitment to discipline and task execution.

In addition, temporal demand, effort, and frustration level also have a significant influence on work discipline. Time needs are related to the ability of employees to manage reporting deadlines and schedules of official activities, where good time management skills reflect high discipline in the accuracy of attendance, task completion, and avoidance of work delays. The level of effort indicators reflect the energy and dedication that employees expend in achieving targets, including a willingness to work overtime or respond quickly to urgent needs, which is a form of discipline and professional commitment. Meanwhile, the level of frustration is a psychological dimension that needs to be managed properly because pressure, confusion, or operational obstacles can reduce work order. Therefore, organizational support through stress management and strengthening solidarity between employees is indispensable to maintain discipline stability, especially in the midst of a dynamic and complex workload.

Research conducted (Abdullah et al., 2021; Chandra, 2024; Imas Noer Septiani, 2025) employees of local government agencies in Bondowoso and in various Indonesian public sectors consistently show that good workload management can significantly improve work discipline. Motivational support and proper time management form a sustainable work culture of discipline, while having a positive impact on employee productivity and job satisfaction (Putry, 2024). The strategy of strengthening mental capacity, physical activity

efficiency, and improving psychological management is an important step so that the workload does not hinder, but rather strengthens the foundation of work discipline at the Bondowoso Education Office.

### **Work discipline affects the performance of employees of the Bondowoso Education Office**

The high demands of public services in the education sector require real efforts to create optimal employee performance at the Bondowoso Education Office. One of the factors that most affects the achievement of these performance targets is the work discipline that is consistently applied by each employee. Work discipline is not only about obeying rules, but also shaping the mindset and behavior of employees in carrying out their duties, using time, interacting with colleagues, and behaving towards organizational instructions and sanctions. A comprehensive understanding of the role of work discipline will greatly help improve productivity, accuracy, and quality of work results in public organizations.

The results of the study show that compliance with rules and procedures is the main foundation for the creation of work discipline within the Bondowoso Education Office. Employees who consistently adhere to operational standards, norms, and organizational policies tend to be able to maintain work order and avoid administrative errors. This compliance not only reflects the integrity of the individual, but also maintains the credibility of the institution in the eyes of the public and stakeholders. Furthermore, responsibility for work describes the level of commitment and seriousness of employees in completing tasks according to the set time and standards. Discipline in this aspect can be seen from the accuracy of work results, punctuality, and prudence in the use of organizational resources, which ultimately results in quality performance and can be accounted for professionally.

In addition, disciplined behavior is also reflected in the atmosphere of a harmonious work environment, upholding ethics, and minimal conflict, where teamwork is an important pillar in realizing organizational effectiveness. Obedience to the instructions of the leadership functions as a controlling mechanism so that all activities and programs run according to the direction of the agency's policy, thereby preventing work deviations or deviations. Furthermore, the efficient use of working time is an important indicator of employee discipline, as good time management ensures timely completion of tasks and promotes optimal productivity. The readiness of employees to receive sanctions for disciplinary violations also shows legal awareness and moral responsibility towards an orderly and integrity work culture. Thus, employee discipline at the Bondowoso Education Office is formed through a combination of rule compliance, responsibility, efficient use of time, and integrity in organization.

Support from various research results (Awaliya & Endratno, 2023; Firdausyi, 2022; Putri et al., 2023; Winarti, 2022) and (Agagis, 2024) emphasizing that work discipline is indeed the main determining factor in the success of the performance of government agency employees, including in the Bondowoso Education Office. Studies at both the district government level and other educational institutions prove that high discipline will significantly increase the efficiency, effectiveness, and quality of public services. Thus, strengthening work discipline is not only an administrative strategy, but an essential need in realizing reliable, accountable, and professional educational services in the Bondowoso area.

### **Work ethic affects the performance of employees of the Bondowoso Education Office, through work discipline as an intervening variable**

This study highlights the relationship between work ethic, work discipline, and employee performance at the Bondowoso Education Office. Work ethic is an internal factor that greatly determines the quality of the implementation of duties, commitment, and enthusiasm of employees in carrying out their responsibilities. Work discipline, on the other hand, is a concrete form of implementing work ethic, where employees who have high work ethic values tend to obey the rules more, complete work on time, and maintain a positive work attitude. In the context of public organizations such as the Bondowoso Education Office, work discipline is a key element that helps channel the influence of work ethic optimally on employee performance.

The results of the study show that work ethic has a positive effect on improving work discipline, which in turn has a significant impact on employee performance. Work discipline plays a role as an intervening variable that strengthens the relationship between work ethic and performance. This means that employees with a high work ethic will have a better level of discipline, such as compliance with SOPs, commitment to work schedules, and readiness to receive direction from leaders. As a result, employee performance has increased as shown by the achievement of work targets, productivity, and better quality of public services.

Data analysis also showed the simultaneous influence of work ethic and work discipline on performance achievement within the Bondowoso Education Office. The multivariate regression statistical test proves that the variables of work ethic and work discipline together have a significant influence on employee performance, with positive and strong significance values. Work discipline expands the impact of work ethic by improving work behavior, time efficiency, and consistency in the execution of tasks so that all employees can work professionally and effectively.

These findings are in line with the results of the study (Yusuf Kibar et al., 2023) and (Candana et al., 2023; Frimalendra, 2025; Noverina, 2021) In the district government and educational institutions, a strong work ethic must be followed by strengthening discipline so that employee performance really improves optimally. Strengthening work ethic and work discipline in Bondowoso has proven to be an important strategy to build a work culture of officials who are responsible, innovative, and ready to face the ever-growing demands of public services.

### **Workload affects the performance of employees of the Bondowoso Education Office, through work discipline as an intervening variable**

This study explores the relationship between workload, work discipline, and employee performance within the Bondowoso Education Office. Workload is one of the main determinants that forces employees to optimize productivity, ensure that organizational targets are achieved, and public services run effectively. However, the influence of workload on employee performance does not occur directly, but is also mediated by work discipline. In this case, work discipline acts as an intervening variable that reinforces or even determines the extent to which the workload significantly changes employee performance.

The results show that an effective workload in both quality and quantity will increase the level of employee discipline, including compliance with rules, punctuality, and efficient use of time. Employees who are able to manage the excess workload with high discipline will still be able to carry out their duties according to SOPs and targets, even though the

pressure and responsibility are very great. Work discipline facilitates employees to not only complete tasks, but also maintain consistency, accuracy, and integrity of work even under high pressure.

Statistically, the results of descriptive and correlational analysis prove that workload has a greater indirect effect on performance when through work discipline as a mediator. This research model found that the simultaneous influence of workload and work discipline together contributed significantly to the achievement of the performance of employees of the Bondowoso Education Office. In other words, work discipline strengthens the influence of workload by ensuring that all administrative, service, and documentation processes run in an orderly manner, minimizing deviations and administrative errors, and improving the organization's reputation in the eyes of the public.

The findings of this study are consistent with the study (Chandra, 2024; Noverina, 2021; Rafidin & Sinambella, 2024) and (Alvionita, 2025) in the government sector, which states that the success of apparatus performance is highly determined by the alignment between workload levels and work discipline. Employees who are disciplined in managing workloads tend to be more productive, proactive, and able to meet organizational expectations. Therefore, the strategy of improving work discipline is the main intervention in strengthening the positive impact of workload on the performance of employees of the Bondowoso Education Office

## CONCLUSION

The results of the study show that work ethic, workload, and work discipline have a significant effect on the performance of employees of the Bondowoso Education Office. Employees with a high work ethic tend to be more productive, provide quality services, and show good discipline so that they are able to support the achievement of organizational targets. A balanced, structured, and capacity-based workload also increases the effectiveness of the implementation of tasks and employee work results. In addition, a strong work ethic has been shown to strengthen work discipline, as the drive to work with integrity and punctuality creates an orderly work culture. A well-managed workload also encourages higher responsibility and order, thereby strengthening employee discipline. Work discipline itself plays an important role in optimizing performance by minimizing administrative errors and ensuring accountable work results. Furthermore, work discipline has proven to be an intervening variable that strengthens the influence of work ethic and workload on employee performance, because through good discipline, the potential for productivity and work effectiveness can be maximized to support the success of the organization as a whole.

Based on the results of the research, it is recommended that the management of the Bondowoso Education Office manage the workload proportionally by adjusting the division of tasks based on the capacity, expertise, and competence of employees. Regular reviews of standard operating procedures, task distribution, and workload evaluation need to be carried out to prevent excess or underperformance of workload that can reduce quality and productivity, while avoiding stress and work fatigue. In addition, work discipline needs to be positioned as an important variable that bridges the influence of work ethic and workload on employee performance, so that discipline strengthening programs through training and periodic monitoring can be implemented to maintain quality and consistency of performance in a sustainable manner. To support the development of a more comprehensive human

resource management policy, further research is also recommended by adding other variables such as leadership style, work environment, service innovation, and the use of information technology as additional factors that can affect the performance of employees at the Bondowoso Education Office.

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