



The Effect of Job Satisfaction and Work Motivation on the Work Ethic of Civil Servants at Boyan Tanjung Public Health Center, Kapuas Hulu Regency

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ABSTRACT

This research investigates how job satisfaction and work motivation contribute to the work ethic of civil servants at the Boyan Tanjung Public Health Center in Kapuas Hulu Regency. A quantitative associative design was applied, involving all 37 civil servants as respondents through a saturated sampling technique. The data were gathered using questionnaires supported by interviews and were processed with SPSS through multiple linear regression analysis. The resulting regression model was $Y = 1.603 + 0.242X_1 + 0.319X_2$. The analysis indicates that job satisfaction positively and significantly influences work ethic. Work motivation also shows a positive and significant effect. The simultaneous test confirms that both variables jointly affect work ethic. In addition, the correlation value of 0.777 reflects a strong association among the variables, while the determination coefficient of 0.604 indicates that 60.4% of work ethic can be explained by job satisfaction and work motivation. These results suggest that efforts to improve employee satisfaction and strengthen work motivation are essential for developing a stronger work ethic in public health service organizations.

INTRODUCTION

Human resources are a fundamental element in every organization because all operational processes are carried out and controlled by humans. In the framework of management, human resources are defined as the analysis of labour organised by functions to be efficient and effective in accomplishing the objectives of the firm, workers and society (Bilgah & Joesah, 2023). The objectives and functions of human resource management are basically directed at increasing personnel efficiency so that the quality of the workforce improves, and work harmony can be maintained (Seto et al., 2023). However, in the perspective of organizational behavior, the dynamics of human resources are not solely determined by the achievement of institutional targets but are also influenced by individual psychological conditions such as job satisfaction and motivation, which in various studies are related to work behavior and performance outcomes (Wibowo in Wijaya & Rifa'i, 2016).

The management of human resources in the general population service sector, particularly in primary healthcare treatment institutions, has direct consequences on the standard of service given to the community. Public Health Centres (Puskesmas) are organising community health efforts and individual health efforts at the primary level with a focus on promotive and preventive features. The Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014. Puskesmas play a strategic role in improving public health status and are therefore required to provide quality services that meet standards, satisfy patients, and reach all levels of society (Gunawan & Kusniawati, 2019). Kapuas Hulu Regency has 23 Public Health Centers spread across various districts, one of which is the Boyan Tanjung Public Health Center, which was established in 1997 and operates as an outpatient facility. This Public Health Center provides UKP and UKM services, including Posbindu PTM, Posyandu, STBM activities, and ODF verification. Over the past three years, the number of outpatient visits has shown fluctuations, indicating dynamics in service utilization during the observation period.

These service dynamics need to be interpreted together with empirical issues reflected in employee discipline. Internal data show that the absenteeism rate of civil servants has changed from year to year, as well as work delays that fluctuate in minutes. Conceptually, absenteeism is understood as the absence of employees on working days due to illness, permission, absence without notice, or leave, and serves as an administrative indicator of absence (Hasibuan, 2017). In the context of organizational behavior, job dissatisfaction can manifest in negative responses such as complaining, resisting, and avoiding responsibility (Robbins in Indahingwati & Nugroho, 2020). Priansa (2017) emphasizes that low job satisfaction correlates with increased absenteeism. On the other hand, decreased motivation can also be indicated by increased absenteeism and weakened discipline (Alma in Adhari, 2020). This means that discipline indicators are not merely administrative issues but can be psychological-organizational symptoms related to satisfaction and drive to work.

The scientific importance of this problem is in the interaction among job satisfaction, motivation and employee work behaviour. Job satisfaction is

understood as a factor that influences performance (Adamy, 2016), and good employee performance ultimately impacts organizational performance (Nurlaila, 2012). Job satisfaction has been empirically proved to have a favourable and substantial influence on worker efficiency (Mokoagow et al., 2020). Motivation is an internal as well as external drive that affects enhancement of performance (Adhari, 2020) and has been shown to have a beneficial impact on performance (Citrawati & Khuzaini, 2021). Meanwhile, work ethic is understood as a value that drives enthusiasm and intensity in work (Wibowo, 2021). In the context of the Boyan Tanjung Public Health Center, data from the Community Satisfaction Index show values that are in the good category but indicate a declining trend in the last year, thus emphasizing the importance of examining internal employee factors related to the quality of work attitudes in service delivery.

Previous research has extensively studied the influence of work satisfaction and motivation as a result, studies that position work ethic as a dependent variable in the context of primary healthcare service institutions have not been adequately identified in the available data. The findings of Ilis & Ahmadia (2026) indicate that employee work ethic is not only influenced by the work environment, based on earlier research findings showing the influence of the physical work environment is strong and that of the non-physical work environment is weak, thus there is still room for research to examine other variables that are more psychological in nature. Job satisfaction and motivation are used in this research as a substitute predictor to explain the establishment of employee work ethic. Hermayanti & Maro (2022) find that job satisfaction has a positive and substantial influence on employee work ethic, whereas Mahdi & Sari (2022) demonstrate that job satisfaction has a poor link with the work ethic of government servants at the Sungai Kakap Public Health Centre, Kubu Raya Regency. In contrast, Larosa et al. (2022) reported the impact of work inspiration on work ethic, while Somantri et al. (2024) pointed out that work inspiration has a positive and substantial influence on the work ethic of employees in the private sector. The majority of earlier research were undertaken in other organisations, in addition to the private sector and in government organisations in other locations, therefore the findings are not totally comparable. The differences in the link strength between the variables also show that the influence of satisfaction with work and work inspiration on work ethic still needs additional study.

Referring to the description of the problems and research gaps, this research aims to analyse the effect of job satisfaction and work motivation on the work ethic of government officials at the Boyan Tanjung Public Health Centre, Kapuas Hulu Regency using a quantitative approach. The analysis is focused on testing the relationships among variables through a regression model, in order to determine the extent to which each aspect influences the establishment of the work ethic of the employee. The results of the research are intended to be important for the management of the Public Health Centre and area policymakers in designing methods for managing human resources, particularly in improving satisfaction and strengthening work motivation, so that the quality of health services is not only reflected in administrative performance indicators

but also in the internalization of sustainable work values and attitudes within the public service environment.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is understood as a managerial function directed at optimizing employee capabilities through strategic steps to improve performance and achieve organizational goals (Edison, 2016). In a more operational sense, HRM includes managing the potential of leaders and employees with the assumption that employees are individuals who have capacities and talents that can be developed, hence organisations need to provide appropriate setting at work so that this opportunity may be used efficiently (Supriadi et al., 2022). Thus, HRM is related to the process of utilizing and developing human resources integrated with organizational strategy.

The objectives of HRM include social, organizational, functional, and personal goals (Rosita et al., 2024). Social objectives emphasize organizational responsibility toward ethical and societal aspects; organizational objectives focus on supporting the achievement of formal organizational targets; functional objectives place the contribution of the HR department at a level appropriate to organizational needs, whereas personal objectives are related to achieving individual goals inside the organisation (Rosita et al., 2024). The role of HRM is manifested through functions of cooperation, membership regulation, capacity building, performance evaluation, personnel research, and problem-solving (Seto et al., 2023), as well as through roles as conscience, counselor, mediator, spokesperson, problem solver, and agent of change in the institutional context (Rahardjo, 2022).

Job Satisfaction

Job satisfaction is a subjective construct formed from a comparison between the conditions received by employees and the conditions expected or perceived as appropriate (Gomes in Indrastuti, 2020). Job satisfaction is also an individual good attitude to work. This is because the amount of satisfaction is determined by the values of each person (Sihite et al., 2020). work satisfaction is a combination of employee attitudes towards pleasant and unpleasant elements of the work they confront (Edison, 2016). In this context, job satisfaction is positioned as an affective condition related to employees' work experiences.

Factors influencing job satisfaction can be divided into individual factors and job factors. Indrastuti (2020) states that individual factors include personal characteristics such as intelligence, experience, and work attitude, while job factors include type of work, organizational structure, supervision, financial security, and work relationships. Sutrisno in Sihite et al. (2020) further explained that the promotion opportunity, job security, remuneration, working environment, and communication in the organisation also affect job satisfaction. **H1:** Job satisfaction has a positive and significant effect on the work ethic of civil servants at the Boyan Tanjung Public Health Center, Kapuas Hulu Regency.

Work Motivation

Motivation is understood as a concept related to internal and external drives that direct individual behavior toward certain goals (Indrastuti, 2020). Vroom in Edison (2016) defines motivation as a process of choice controlled by individuals based on expectations of outcomes. Work motivation in the work setting is described as the readiness of a person to expend effort to enhance and drive activities towards achieving organisational objectives (Sihite et al., 2020). Thus, work motivation is positioned as a driving factor influencing employee work behavior. The purpose of motivation is seen as an effort to mobilize an individual's willingness to take certain actions in order to achieve predetermined goals (Fitri, 2012 in Silaen et al., 2021). Tsauri (2014) associates the provision of motivation by leaders with encouragement toward work enthusiasm and responsibility related to work effectiveness and job satisfaction. At the same time, Silaen et al. (2021) categorise elements affecting motivation into external variables, such as workplace and remuneration, and internal aspects, such as individual wants and aspirations.

H2: Work motivation has a positive and significant effect on the work ethic of employees at the Boyan Tanjung Public Health Center, Kapuas Hulu Regency.

Work Ethic

Work ethic is understood as a set of attitudes or fundamental views that lead individuals to perceive work as a positive activity and influence work behavior within an organization (Priansa, 2017). Ginting (2016) defines work ethic as work spirit based on certain ethics and beliefs, which is then manifested in concrete behavior in the work environment. In this context, work ethic is positioned as a construct of attitudes and work spirit reflected in employee behavior. Influences that influence work ethic include internal and external influences. Priansa (2017) believes that internal elements involve faith, schooling, motivation, age and gender while external determinants are culture, socio-political circumstances, conditions in the environment, economic structure, degree of welfare and the growth of other countries.

H3: Job satisfaction and work motivation simultaneously have a positive and significant effect on the work ethic of civil servants at the Boyan Tanjung Public Health Center, Kapuas Hulu Regency.

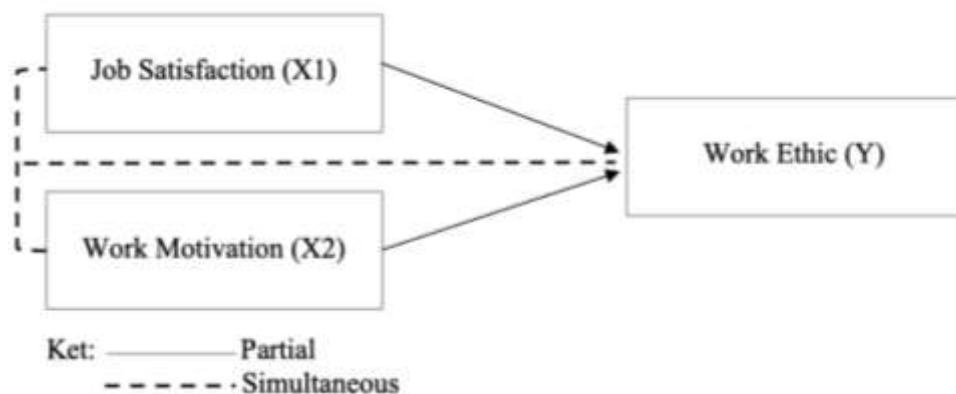


Figure 1. Conceptual Framework

METHODOLOGY

This research was designed as a quantitative associative study conducted at the Boyan Tanjung Public Health Center, Kapuas Hulu Regency. The model was developed to assess how job satisfaction and motivation relate to work ethic among civil servants. The associative design was considered relevant because it allows the researcher to explain relationships among variables within an empirical framework (Siregar, 2021). The respondents were 37 civil servants at the Boyan Tanjung Public Health Center, excluding the Head of the Public Health Center. Since the number of eligible respondents was limited, the study used saturated sampling, meaning that all members of the population who met the criteria were included as research respondents (Sugiyono, 2020).

The research relied on field data and institutional records. Field data were collected through questionnaires distributed to civil servants and supported by interviews with the Head of the Public Health Center. Institutional data were obtained from official documents, including records of inpatient visits, employee numbers, performance achievements, and absenteeism. Job satisfaction and motivation were treated as independent variables, while work ethic was positioned as the dependent variable. Respondents' perceptions were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree, to capture attitudes and responses toward each research indicator (Sugiyono, 2020).

The data were processed using SPSS. The analysis began with validity and reliability testing to ensure that the research instrument was appropriate and consistent. Classical assumption tests were then performed, covering normality, linearity, and multicollinearity, with reference criteria including significance values above 0.05, tolerance values of at least 0.10, and VIF values below 10 (Ghozali, 2018). Multiple linear regression was applied using the equation $Y = a + b_1X_1 + b_2X_2$ to estimate the effect of job satisfaction and motivation on work ethic. The F-test and t-test were used to evaluate simultaneous and partial effects, while correlation and determination coefficients were used to interpret the strength and contribution of the variables at a 5% significance level (Siregar, 2021).

RESEARCH RESULTS

Research Instrument Testing

a. Validity Test

The validity test in this research attempts to examine the validity level of the claim instruments used in the questionnaire. The test was performed by comparing the result of each statement and then the value of r-count is compared to the value of r-table. The r-table value was calculated using the calculation $df = n-2 = 37-2 = 35$. The r-table value found is 0.334 at 0.05 level of significance. The validity test results for each variable are shown in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Job Satisfaction (X1)	X1.1	0.845	0.334	Valid
	X1.2	0.811		

	X1.3	0.876		
	X1.4	0.845		
	X1.5	0.902		
	X1.6	0.872		
	X1.7	0.816		
	X1.8	0.799		
	X1.9	0.874		
	X1.10	0.869		
	X2.1	0.535		
	X2.2	0.348		
	X2.3	0.942		
	X2.4	0.535		
	X2.5	0.942		
Work Motivation (X2)	X2.6	0.918	0.334	Valid
	X2.7	0.925		
	X2.8	0.535		
	X2.9	0.348		
	X2.10	0.942		
	Y.1	0.851		
	Y.2	0.827		
	Y.3	0.408		
	Y.4	0.581		
	Y.5	0.797		
	Y.6	0.816		
	Y.7	0.816		
	Y.8	0.827		
Work Ethic (Y)	Y.9	0.408	0.334	Valid
	Y.10	0.581		
	Y.11	0.797		
	Y.12	0.816		
	Y.13	0.816		
	Y.14	0.827		
	Y.15	0.408		
	Y.16	0.581		

Source: Processed Data, 2026

The results of the validity test in Table 1 reveal that all indications of the parameters Job Satisfaction (X1), Work Motivation (X2) and Work Ethic (Y) have a value of $r_{count} > r_{table}$ 0.334. This means that all the elements in the statement match the validity standards and may be used as research instruments.

b. Reliability Test

Reliability test was undertaken to determine the degree of uniformity or dependability of the statements included in a questionnaire used as a research tool. The reliability test in this research employs the Cronbach's Alpha technique.

The requirement for the instrument to be reliable is if the Cronbach's Alpha value > 0.60 . The results of reliability test are shown below.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of items	Minimum Reliabilities	Description
Job Satisfaction	0,949	10	0.60	Reliable
Work Motivation	0,904	10		
Work Ethic	0,932	16		

Source:Processed Data, 2026

From the results of the reliability test of the parameters Job Satisfaction (X1), Work Motivation (X2) and Work Ethic (Y) shown in Table 2 it can be seen that all variables have a Cronbach's Alpha value above 0.60 so that all statement items are deemed reliable and acceptable for use in this research.

Classical Assumption Test

a. Normality Test

The traditional assumption test is tested using the normality test. This test is undertaken such that the remaining information are normally distributed. The normality test depends on the significance level (alpha), wherein data are assumed to be normally distributed if the Asymp. Sig value is higher than alpha. The results of normality test using Kolmogorov-Smirnov technique is shown in below.

Table 3. Normality Test Results

Test	Value
N (Sample)	37
Kolmogorov-Smirnov Z	.077
Asymp.Sig.(2-tailed)	.200 ^{c,d}

Source:Processed Data, 2026

From the table 3, the value of Asymp. Sig. (2-tailed) is 0.200 which is more than the significance threshold of 0.05. Therefore, it can be claimed that the data of this investigation satisfies the normality assumption.

b. Linearity Test

The test for linearity technique is used to perform the linearity test. If the significant value of divergence from linearity is more than alpha (0.05) then the connection between variable is linear. The outcomes of the linearity evaluation are shown in Table 4.

Table 4. Linearity Test Results

Relationship Between Variables	Sig.Deviation from Linearity	Description
Job Satisfaction * Work Ethic	0.355	Linier
Work Motivation * Work Ethic	0.187	Linier

Source:Processed Data, 2026

The results of the linearity test presented in Table 4 indicate that the significance values of Deviation from Linearity for job satisfaction on work ethic and work motivation on work ethic were 0.355 and 0.187, respectively, both of which are greater than 0.05. Therefore, it can be concluded that each variable has a linear relationship with work ethic, indicating that the linearity assumption has been fulfilled.

c. Multicollinearity Test

The multicollinearity test was performed by checking the Tolerance and VIF values to establish if there is a correlation between the independent variables in the regression model; if the Tolerance > 0.10 and VIF < 10, then the model does not have multicollinearity. The test was run using SPSS and the results are shown in below.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Satisfaction (X1)	0.417	2.400
Work Motivation (X2)	0.417	2.400
Dependent Variable: Work Ethic		

Source:Processed Data, 2026

Table 5 presents the results of the multicollinearity test. The work satisfaction variable (X1) has a tolerance value of 0.417, which is larger than 0.10 and a VIF value of 2.400, which is less than 10.00. The variable of work motivation (X2) likewise has a tolerance value of 0.417 (> 0.10) and a VIF value of 2.400 (< 10.00). These figures demonstrate that there is no substantial relationship among variables that are independent in the regression model and so it can be said that the model being studied is free from multicollinearity and is feasible to be used in the multiple linear regression analysis.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to estimate the influence of two or more independent factors on one dependent variable concurrently and partly, and to develop a prediction model of the connections among variables. The testing using SPSS was performed and the results of the regression coefficient are shown below.

Table 6. Multiple Linear Regression Analysis Results

Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.603	6.361	.000
Job Satisfaction (X1)	.242	2.186	.036
Work Motivation (X2)	.319	2.764	.009
Dependent Variable: Work Ethic			

Source:Processed Data, 2026

The regression equation may be stated as per Table 6 above as follows:

$$Y = 1.603 + 0.242 (X_1) + 0.319 (X_2).$$

- 1) The constant value of 1.603 indicates that when job satisfaction and work motivation are equal to 0 (zero), the employees' work ethic has a value of 1.603 units.
- 2) The regression coefficient of job satisfaction (b_1) is 0.242. This indicates that every one-unit increase in job satisfaction is associated with 0.242-unit.
- 3) The regression coefficient of work motivation (b_2) is 0.319. This indicates that every one-unit increase in work motivation is associated with a 0.319-unit.

b. Coefficient of Determination

The correlation coefficient measures the strength and direction of the association among standard variables using the Product-Moment technique. The test outcomes are shown in below.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777a	.604	.581	.364
Predictors: (Constant), Job Satisfaction, Work Motivation				
Dependent Variable: Work Ethic				

Source:Processed Data, 2026

Based on Table 7, the correlation coefficient (R) value is 0.777. This indicates that job satisfaction (X_1) and work motivation (X_2) have a strong relationship with work ethic (Y), because the value is within the interval of 0.60–0.799. Therefore, it can be concluded that the relationship between the independent variables and the dependent variable in this study is strong.

c. Coefficient of Determination

The coefficient of determination (R^2) in this investigation may be observed in the preceding Table 7. The value of R^2 is 0.604 which suggests that the variable of work ethic (Y) is impacted by job satisfaction and work motivation by 60.4%, while the rest of 39.6% is explained by other factors that are not included in this research.

d. Simultaneous Effect Test (F Test)

The simultaneous test (F test) was performed to check the influence of all the independent factors on the dependent variable jointly. The testing was carried out in SPSS with the findings in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	6.869	3.435	25.971	.000b
Residual	4.497	.132		

Dependent Variable: Work Ethic

Predictors: (Constant), Job Satisfaction, Work Motivation

Source:Processed Data, 2026

From the results of the simultaneous test (F Test) in Table 8, it is known that the F value is 25.971, where the F-table value is 2.63, and the significance value is $0.000 < 0.05$. Hence, hypothesis H3 is supported, which means that job satisfaction and work motivation have a simultaneous effect on the work ethic of Civil Servants in Puskesmas Boyan Tanjung, Kapuas Hulu Regency.

e. Partial Effect Test (t Test)

The partial t-test is used to evaluate the influence of every variable that is independent on work ethic separately as shown in Table 9 and described as follows.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.603	6.361	.000
Job Satisfaction (X1)	.242	2.186	.036
Work Motivation (X2)	.319	2.764	.009
Dependent Variable: Work Ethic			

Source:Processed Data, 2026

The t-values obtained have been compared with the t-table values based on the partial examination (t-test) findings in Table 9 above. The findings may be interpreted as follows:

1. The partial influence of job satisfaction on work ethic has t-value (2.186) > t-table (2.02809) and significant value $0.036 < 0.05$, hence hypothesis H1 is accepted. This indicates that there is a partial influence of job satisfaction and work ethic.
2. The partial influence of work motivation on work ethic has t-value (2.764) > t-table (2.02809) and significance value of $0.009 < 0.05$, therefore hypothesis H2 is accepted. This indicates that there is a partial influence of work motivation and work ethic.

DISCUSSION

The Effect of Job Satisfaction (X1) on Work Ethic (Y)

Partial test findings suggest that job satisfaction has a substantial influence on the work ethic of Civil Servants at Puskesmas Boyan Tanjung Kapuas Hulu Regency. This finding indicates that variations in work ethic in this study are directly related to the level of employee job satisfaction. This conclusion is in line with the research of Hermayanti & Maro (2022) which states that job satisfaction has a favourable and substantial influence on the work ethic of employees. However, Mahdi & Sari (2022) reported that correlation between job satisfaction and work ethic of Civil Servants in Puskesmas Sungai Kakap, Kubu Raya Regency is rather poor. These differences in the strength of the relationship indicate that the effect of job satisfaction on work ethic may vary depending on organizational context and respondent characteristics. Nevertheless, in general, this study strengthens empirical evidence that job satisfaction contributes to the formation of work ethic, particularly within government institutions in primary

healthcare service units among Civil Servants at Puskesmas Boyan Tanjung, Kapuas Hulu Regency.

The Effect of Work Motivation (X2) on Work Ethic (Y)

The incomplete test also demonstrates that work inspiration has a considerable influence on work ethic. Comparatively, the coefficient of work motivation is higher than that of job satisfaction, indicating that in this research model, motivation has a relatively stronger contribution to variations in work ethic. This conclusion is in line with the findings of Larosa et al. (2022), which shows that work motivation influences work ethic and is supported by Somantri et al. (2024) who affirm the positive and substantial effect of work inspiration on job performance ethic in the private sector. The similarity in the direction of influence indicates that motivation, whether originating from internal or external factors, plays an important role in shaping individual attitudes and work spirit. At Puskesmas Boyan Tanjung, this result emphasizes that employee work ethic is not only determined by job satisfaction but is also strongly influenced by the level of work motivation inherent in each individual in carrying out public service duties.

The Effect of Job Satisfaction (X1) and Work Motivation (X2) Simultaneously on Work Ethic (Y)

The simultaneous test (F test) findings indicate that job satisfaction and work motivation combined influence work ethic. This conclusion is consistent with the results of Presetyanto (2014) which stated that job satisfaction and motivation together have a substantial influence on the work ethic of Civil Servant instructors in the Special Region of Yogyakarta, with job satisfaction being the main component. This research empirically proves that the work ethic of Civil Servants at Boyan Tanjung Puskesmas is collectively affected by job satisfaction and work motivation. However, the R^2 value of 0.604 also shows that a part of work ethic variance is explained by other factors outside this research, implying that work ethic in the public sector is not exclusively influenced by job satisfaction and motivation.

CONCLUSION AND RECOMMENDATIONS

The results of this research indicate that job satisfaction and work motivation have a good and substantial influence on the work ethic of Civil Servants at Puskesmas Boyan Tanjung, Kapuas Hulu Regency either partly or concurrently. The regression coefficients indicate that work motivation has a relatively stronger influence compared to job satisfaction. Together, these two variables show a strong relationship with work ethic and explain most of the variation in work ethic within the research model. These findings confirm that changes in job satisfaction and motivation levels are directly associated with changes in work ethic as reflected in task implementation.

These findings reinforce the organizational behavior framework that positions job satisfaction and work motivation as key determinants in shaping employee attitudes and work spirit. This study contributes by showing that in

the context of primary healthcare service units, work motivation tends to have a more dominant contribution than job satisfaction in explaining variations in work ethic. Therefore, work ethic cannot be separated from employees' psychological conditions and perceptions of their work, as well as the internal drive that influences work behavior.

From a practical perspective, these results imply that human resource management in puskesmas should be directed toward systematic efforts to improve job satisfaction and work motivation as part of strategies to strengthen work ethic. Interventions that focus solely on administrative or material fulfillment without fostering meaningful work motivation may result in unsustainable work ethic. From a policy perspective, strengthening the work ethic of medical personnel should be integrated with organizational development strategies that promote professionalism, responsibility, and public service orientation, so that performance improvement is not only procedural but also based on the quality of work attitudes.

ADVANCED RESEARCH

Future study is encouraged to explore inclusion of additional theoretically relevant factors such as leadership, organisational culture, organisational commitment, work environment or incentive systems for a more thorough knowledge of the drivers of employee work ethic. Expanding research discussions through comparative studies across different healthcare service units or government institutions is also important to test the consistency of variable relationships across different organizational characteristics. In addition to variable and discussion development, a longitudinal approach may be used to examine the stability of the effects of job satisfaction and work motivation on work ethic over a longer period. Qualitative or mixed-method approaches are also worth considering to explore psychological and organizational dynamics that may not be fully captured through quantitative analysis, enabling a deeper and more contextual understanding of the work ethic formation process.

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