

Analysis Of Work Ethics And Workload On Job Satisfaction Impact On Employee Performance

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Abstract: *The purpose of this research is to evaluate the relationship between work ethic and workload with job satisfaction, which affects employee performance. Participants in this study consisted of 100 employees at Ngudi Waluyo University, located in Ungaran, Central Java, Indonesia. The research uses quantitative methods, with data collection carried out by filling out questionnaires. The analysis tool used is SPSS. The results show that work motivation has no significant impact on the level of job satisfaction. However, workload has a significant influence on the level of job satisfaction. On the other hand, work ethic has no effect on employee performance, and workload also has no impact on employee performance. Nonetheless, it was found that job satisfaction is related to employee performance.*

Keywords: *work ethic, workload, job satisfaction, employee performance.*

INTRODUCTION

In the current 4.0 era, businesses are faced with pressure to reach large employee capabilities to improve their business. Therefore, the industry must be able to create and improve capabilities in their area. Human resources (HR) is one of the key factors in achieving industrial success. HR acts as an actor at all stages, from planning to evaluation, and can utilize other HR owned by the industry or organization. The presence of human resources in the industry has a very important role. The ability of employees plays an important role in determining the success of an organization. Every organization and industry sector strives consistently to improve the capabilities of their employees in the hope of achieving *the goals* set by the industry. In carrying out their duties, the industry wants employees who have great abilities.

The results of the ability of employees can be seen in the progress of their abilities. Skills emerge through a variety of training for operational employees and learning for industrial management. Operational development and learning for industrial management aims to increase results efficiently, while technical development aims to improve plans and strategies in designing and developing the capabilities possessed by each industrial management. In order to improve their skills, referrals must try to complete the duties and jobs assigned to them.

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Some aspects that can affect the ability of employees include work ethic, activity level, and activity happiness. Ethics is a very critical issue in the body. True custom in an organization will provide guidance and education in various aspects to create employees who are one and the same (Runtu, 2019). Sapada, Modding, Gani (2017) increases the work ethic of being an employee who has a big commitment to the agency and is more inclined to make changes where the change does not have the potential to change the bottom values and goals of the agency.

Every organization that always wants to move forward tries to link its work ethic with its performance. One aspect that is essential for every organization is having a strong work spirit. Individual or group work enthusiasm can be the driving force for the actions they take. Based on research by Yantika (2018), Yusnandar & Muslih (2021), it was revealed that work enthusiasm has a positive impact on employee skills. However, the findings of Yasdianto & Marnisah (2020) state that morale has no impact on employee abilities.

Work weight refers to the comparison between the ability or expertise of a worker with the demands that must be overcome in his profession. Because people's activities involve psychological and physical views, each person has a different level of loading. Very large differentiation can lead to excessive use of energy and cause excessive stress on employees (Rusdi et al, 2022). In Indonesia, the weight of activities is regulated by Permendagri Number 12 of 2008 which reports that the weight of activities is the number of professions that must be carried out by a position or part of the body, calculated from the capacity of the activity and the duration norm.

If the expertise of workers exceeds the pressure of the profession, feelings of boredom can arise. Means to ensure that the activities and the weight of the activities in the body or for each employee are comprehensive, as a result, free from situations where there are sections or sections with a lot of activities, while there are sections or sections with few activities, and avoid situations where some employees have activities. those who go too far, on the other hand, have little activity weight, as a result, there appears to be a gap (Nabawi, 2019). Based on research conducted by Rolos (2018) and Sulastris & Onsardi (2020), it was found that work weight has a positive effect on employee abilities. However, findings from Nabawi (2019) conclude that workload has no impact on employee abilities.

Not only that, another aspect that affects the ability of employees is the happiness of activities. Activity happiness is a very important aspect for achieving maximum activity results. When employees feel happy at work, they will try their best to complete their professional obligations with the skills they have. This will ultimately support the increase in the productivity of the activities expected by the industry (Bahri and Hasibuan, 2022). Activity happiness is basically individual in nature, where each person has a different level of personal

happiness. Continue to increase people's evaluation of the suitability of activities with their ambitions, continue to increase the level of happiness at work (Sembiring, 2022).

Mujiatin (2017) states that job satisfaction has no impact on employee abilities. The results of the employee's ability can be observed from the progress of his performance. The ability of employees is the result of the activities carried out. The ability to stick out does not only come from formal learning, but in practice in the field. Capability emerges from the existence of various trainings for operational employees and educations for industrial management. Operational development and education for industrial management aims to increase results efficiently while technical development aims to improve plans and strategies in planning and improve the capabilities contained in each industrial management. Improving ability, directives must try to complete their profession or obligations imposed on them. Some aspects can affect the ability of employees, including work ethic, activity level and activity happiness.

Table
Research Gap

Variable Y: Employee Performance

X variable	Researcher & Year	Influential	No effect
Work ethic	Yantika et al (2018), Yusnandar and Muslih (2021)	V	
	Yasdianto and Marnisah (2020)		V
Workload	Rolos et al (2018) and Sulastri and Onsardi (2020)	V	
	Nabawi (2019)		V
Employee Satisfaction	Bahri and Hasibuan (2022)	V	
	Mujiatin (2017)		V

Source: Various Journals (2023)

Research on employee performance in general is widely applied in the field of organizational behavior. However, research on ethos and workload as well as satisfaction as intervening variables is still relatively limited.

There are potential problems due to an imbalance between work ethic and workload of employees, which could have a negative impact on their job satisfaction and performance. Employees may face excessive or unrealistic workloads, which can result in burnout, stress and demotivation. In addition, a low work ethic can also prevent employees from getting job

satisfaction and performance. In addition, the lack of appreciation and recognition of employee contributions can lead to low levels of job satisfaction and performance.

An analysis of the workload is carried out to evaluate whether employees are facing too many or unrealistic tasks, so that management can consider rearranging tasks, redistributing workload, or utilizing automation technology. Provided employee training and development programs to improve skills and efficiency in completing tasks, while building a corporate culture that encourages a high work ethic through clear communication of work expectations, recognition of employee achievements, and provision of incentives such as performance bonuses.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work ethic

The work ethic refers to psychological actions based on positive values, such as hard work, obedience, responsibility, and enterprising, which urges people to achieve the desired goals (Widyastuti and Ulfah, 2021). According to the post taken from Kurniawan (2022), having a strong work ethic can help a person survive in a difficult situation and experience challenges with self-confidence. A strong work ethic can also help people achieve success in work and life as a whole.

One of the popular researchers in the aspect of activity ethos is David McClelland. McClelland (1961) reports that there are external as well as internal aspects that affect a person's work ethic. The external aspect covers factors originating from the social area, such as customs and the number system adopted by the community. Meanwhile, the aspect of linking intellectual factors, such as espoused values, encouragement, and actions to the profession.

According to Siregar (2000), there are several indicators that can be used as metrics or benchmarks to evaluate individual work ethics. These indicators include regularity of time, namely one's ability to use time properly and regularly. Besides that, discipline is also an important indicator, which reflects a person's ability to comply with rules and regulations in the work environment. Responsibility is another indicator that describes a person's ability to be responsible for the work and tasks assigned. In addition, creativity is also an indicator of work ethic. Finally, hard work is also an important indicator, which shows a person's ability to work diligently, passionately, and highly dedicated in achieving the desired goals. By using these indicators, one can measure and evaluate one's work ethic.

Workload

In a research conducted by Purba, Marpaung (2017), activity weight is defined as the number of obligations that must be carried out by employees within a certain duration. The

weight of the activity can be in the form of regular obligations or special blueprints submitted by the company. Not only that, the weight of activities can also be influenced by other factors such as the availability of duration.

Meanwhile, for Sihotang, R. (2020), the weight of the activity is referred to as the number of obligations or responsibilities that must be handled by employees within a specific duration. In this condition, several aspects that can affect the quality of an employee's activity include the capacity of the work that must be completed, the tight time limit, the quality of the expected results of the activity, and the physical condition or field of activity that may not be supportive.

According to Zainal (2020), there are several indicators of the weight of activities that need to be looked at. The markers include the number of tasks that must be completed within a certain duration, the time available to complete the obligations, the type of obligations submitted with an estimate of the level of tradition or complexity and skill required, the complexity of the obligations covering the level of difficulty such as problem solving, creativity, as well as technical capabilities, and the quality and number of available human resources, including the skills and capabilities of workers and the arrival of activity resources. All of these indicators are important for understanding and assessing the level of activity that people or groups experience in their work conditions.

Activity weight can be referred to as a measurement of the number and type of work carried out by people or groups in an organization or area of activity. The activity weight relates the tasks that must be completed, the responsibilities that must be carried, and the goals that must be achieved within the specified duration limit. The weight of the activity has an impact on the abilities of people and bodies, and the intellectual safety of people associated with the profession.

Job satisfaction

Suwatno & Priansa (2011) say, job satisfaction is an intellectual situation that arises when people equate their dreams of a profession with what they get from that profession. Job Satisfaction is related to the extent to which the work meets the desires, values, and goals of the people who work, and this can affect the motivation, commitment, and ability of employees.

Martoyo (2008) also explains that job satisfaction is a feeling of liking or disliking people to their profession, which arises from evaluating the suitability between people's desires and dreams with the area of activity experienced. It links people's judgments to aspects of the profession such as compensation, work situations, job development opportunities, and interpersonal bonds within the agency. Great job satisfaction can have positive effects such as better compliance, commitment, and performance for employees.

According to Luthans (2000), there are several measures that can be used to measure the level of job satisfaction. These indicators include income and benefits received by employees, as well as the level of satisfaction in interpersonal relationships with co-workers and superiors, career development opportunities that exist in the company, the level of challenge and variety of jobs given to employees, employees' perceptions of fairness and equality in treatment at work, physical and psychological conditions of the work environment, effectiveness of communication between employees and superiors, and satisfaction with company policies regarding working hours, leave, and employee welfare. By using these indicators, job satisfaction can be assessed comprehensively and provides an understanding of the extent to which individuals are satisfied with the work they are doing.

Employee performance

According to Kasmir (2019), the concept of performance refers to the real results that have been achieved and individual work behavior when carrying out assigned tasks and obligations within the specified time limit. This definition highlights the importance of measurable work outcomes and the work behaviors that influence them. In addition, an emphasis on a specific time period implies that performance is measured over a specific time period, such as monthly or yearly. On the other hand, Rivai (2014) defines performance as the attainment of successful individual or group work carrying out work according to goals.

Hasibuan (2017), according to him, there are several measures that can be used to measure employee performance. First, work productivity can be measured based on the amount of work successfully completed in a certain period of time, such as the amount of production or services provided. Second, the quality of work refers to the level of accuracy and quality of work, which can be assessed through the level of error or evaluation from customers and superiors. Third, attendance and work discipline include the level of attendance, punctuality, and compliance with company rules. Fourth, initiative and creativity involve the ability of employees to provide innovative ideas and suggestions, as well as create new solutions to overcome problems. Fifth, collaboration skills include collaboration with superiors and colleagues, as well as building harmonious working relationships. Finally, the ability to learn and adapt involves employees' efforts to continue learning and understand their duties well, as well as being able to adapt to changes and demands of the work environment.

Relationship between variables

Effect of work ethic on job satisfaction

According to several studies, including those conducted by Yantika (2018) and Yusnandar and Muslih (2021), work ethic has a positive and important impact on employee performance. A great work ethic is a source of encouragement for people or groups in carrying

out their obligations within the institution. Even so, the study conducted by Yasdianto and Marnisah (2020) explained that they found that work ethic had no effect on employee performance. Therefore, it is important for every institution that wants to progress to examine the role and impact of the work ethic on employee performance in a more in-depth and contextual way. H1: There is a significant impact of work ethic on employee job satisfaction

Effect of workload on job satisfaction

Workload has an important effect on the level of employee job satisfaction. A large workload can also disrupt the balance between the profession and individual lives of employees, potentially affecting their job satisfaction in a negative way. Various studies have proven an important link between workload and job satisfaction. As an illustration, in research conducted by Bakker and Demerouti (2007), it was found that a large workload is associated with reduced job satisfaction and psychological health of employees. Not only that, research conducted by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) also proves that a large workload can lead to a bias in employee evaluation of institutional capacity.

H2 : There is a positive impact significant workload on employee job satisfaction

Effect of employee performance on job satisfaction

Job satisfaction plays a very significant role in achieving maximum work results. When employees are satisfied with their job, they will strive to complete the task with full expertise. In the end, this will support the increase in work productivity that is desired by the industry (Bahri and Hasibuan, 2022). Basically, job satisfaction is an individual and personal thing. Job satisfaction reflects an individual's assessment of feelings of likes or dislikes, satisfaction or dissatisfaction in carrying out tasks (Sembiring, 2022). Bahri & Hasibuan (2022) state that job satisfaction has a positive impact on employee abilities.

H3: There is a positive impact significant job satisfaction on employee performance

Effect of work ethic on employee performance

Ethics is a very critical issue in institutional conditions. Moral habits contained in an institution have a significant position in providing guidance and guidance from various perspectives in order to create unity and balance among employees (Runtu, 2019). According to Sapada (2017), work ethic describes a high level of commitment from employees to the institution, which then leads to making changes that will not change the bottom values and goals of the institution. A large work ethic is considered beneficial to the institution, in contrast to employees who are less supportive and less committed to the institution, which tends to be reluctant to make changes. Every institution that wants to always move forward will involve its members in the results of achievements, and one of the most important considerations is having a work ethic. Both people and groups of people can have a great work ethic, because

that work ethic is the basis of motivation to function. Research conducted by Yantika (2018), Yusnandar and Muslih (2021) proves that work ethic has a positive and important impact on employee abilities.

H4: There is a positive impact significant work ethic on employee performance

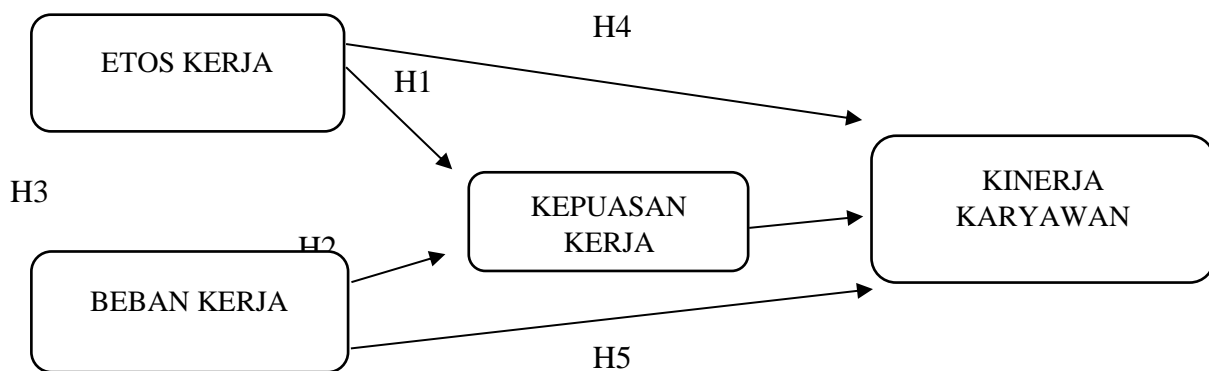
Effect of workload on performance

Regulations regarding workload in Indonesia have been regulated by Permendagri No. 12 of 2008. In this regulation, workload is defined as a measure of the mandatory duties of a position or organizational unit, which is calculated based on the volume of work and set time norms. It is important to distribute the workload evenly within the organization or for each employee, so as to avoid a situation where some sections or divisions have too many activities while others have too few. This also helps prevent overlapping tasks between employees and avoids situations where some employees experience minimal workload so that they appear to be excessively unemployed (Nabawi, 2019). Rolos et al (2018), and Sulastri & Onsardi (2020) state that workload has a significant impact on employee performance.

H5: There is a positive impact significant workload on employee performance

The description above can be made into a hypothesis development model, as shown in Figure 1 below:

Model Image



RESEARCH METHODOLOGY

This study analyzes the relationship between work ethic, workload, job satisfaction, and employee performance, by adopting a quantitative research approach. The research methodology includes an in-depth literature review to identify the variables to be studied and develop hypotheses about the relationships between these variables. Appropriate research methods, collecting data through valid instruments, and applying statistical analysis to test hypotheses and provide interpretation of the results.

Variable

Variables are objects that are studied and then concluded in a study by researchers. This study uses 3 variables, namely independent variables, dependent variables and intervening variables (Nasisrudin and Arief, 2021).

Population and Sample

Population in the research context refers to the generalization area of certain objects and subjects (Sugiyono, 2019). The population that will be the focus is all employees of Ngudi Waluyo University which consists of 246 employees, including educational staff and educational staff.

The sample size in this study was determined using the Slovin method with the estimate that the populations are relatively the same or similar so that stratification is not really necessary. Not only that, the use of this method will produce a relatively larger number of illustrations than some other methods, as a result the character of the population will be more represented. Next method:

n: sample size

N: population size

α^2 : percent tolerable sampling error

Number of research samples (Slovin method):

$$n = \frac{246}{1 + 246(0,1)^2}$$

$$n = \frac{246}{2,47}$$

$$n = 99,5 = 100 \text{ respondents}$$

The sampling technique is a sampling technique. This study used simple random sampling.

Data analysis method

The statistical method used is multiple regression using SPSS software version 25.00. Before carrying out multiple regression analysis and hypothesis testing, validity and reliability tests were carried out (Sugiyarti G., Aris M, 2022), descriptive statistics, and checking classical assumptions.

RESEARCH RESULT**Validity test**

Validity testing is used to determine whether a list of questions has validity or not. The validity of the questionnaire indicates the extent to which the questions in the questionnaire measure the concept to be measured. To test validity, corrected total item correlations were used. This correlation correlates the total score of the questions with the individual total score on each

question. In testing the validity of research, there are benchmarks used as a reference (Ghozali, 2018).

Table 4.1.

Work Ethic (X1), Workload (X2), Job Satisfaction (Y), Employee Performance (Z)			
Question	R Count	R Table	Information
X1.1	0.707	0.1966	Valid
X1.2	0.824	0.1966	Valid
X1.3	0.608	0.1966	Valid
X1.4	0.549	0.1966	Valid
X1.5	0.520	0.1966	Valid
X2.1	0.854	0.1966	Valid
X2.2	0.833	0.1966	Valid
X2.3	0.821	0.1966	Valid
X2.4	0.679	0.1966	Valid
X2.5	0.362	0.1966	Valid
Y1	0.825	0.1966	Valid
Y2	0.266	0.1966	Valid
Y3	0.763	0.1966	Valid
Y4	0.257	0.1966	Valid
Y5	0.505	0.1966	Valid
Y6	0.479	0.1966	Valid
Y7	0.830	0.1966	Valid
Y8	0.825	0.1966	Valid
Z1	0.646	0.1966	Valid
Z2	0.283	0.1966	Valid
Z3	0.767	0.1966	Valid
Z4	0.436	0.1966	Valid
Z5	0.582	0.1966	Valid
Z6	0.581	0.1966	Valid

The calculated r value for each problem item (X1.1 to X1.5) is greater than the r table value (0.1966) so that it can be concluded that all of the question items are valid and can be used to measure the X1 variable (Work ethic).

The calculated r value for each question item (X2.1 to X2.5) is greater than the chart r number (0.1966) so that it can be concluded that all of the problem items are valid and can be used to measure the X2 variable (Workload).

The calculated r value for each question item (Y1 to Y8) is greater than the chart r number (0.1966) so that it can be concluded that all of the question items are valid and can be used to measure the Y variable (Job Satisfaction).

The calculated r value for each question item (Z1 to Z6) is greater than the chart r number (0.1966) so that it can be concluded that all of the question items are valid and can be used to measure the Z variable (Employee Performance).

Reliability Test

Reliability testing is a method for measuring the extent to which a questionnaire can be considered as a consistent indicator of a variable. Questionnaires are considered reliable if individual responses to questions do not change or are consistent. To test reliability, the correlation between answers to questions is measured using Cronbach's alpha statistics (α), and the questionnaire is said to be reliable if the α value obtained is > 0.6 (Ghozali, 2018).

Table 4.5.
Reliability Test

Variable	Cronbach Alpha	Information
Work Ethic (X1)	0.760	Reliable
Workload (X2)	0.848	Reliable
Job Satisfaction (Y)	0.796	Reliable
Employee Performance (Z)	0.649	Reliable

All variables give each *Cronbach's alpha value* > 0.6 so it can be concluded that the questionnaire is reliable.

Path Coefficient Test

Model 1

Model 1	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	std. Error	Betas	t	Sig.
1 (Constant)	2,648	.315		8,395	.000
Work ethic	.017	.153	.020	.111	.912
Workload	.348	.138	.455	2,519	.013

a. Dependent Variable: job satisfaction

In the table above, it can be seen that the significance value of work ethic (X1) is 0.912 and workload (X2) is 0.013. This explains that the work ethic variable (X1) has no effect on job satisfaction because the significant value is $0.912 > 0.05$. The workload variable (X2) has an effect on job satisfaction because it has a significant value of $0.013 < 0.05$.

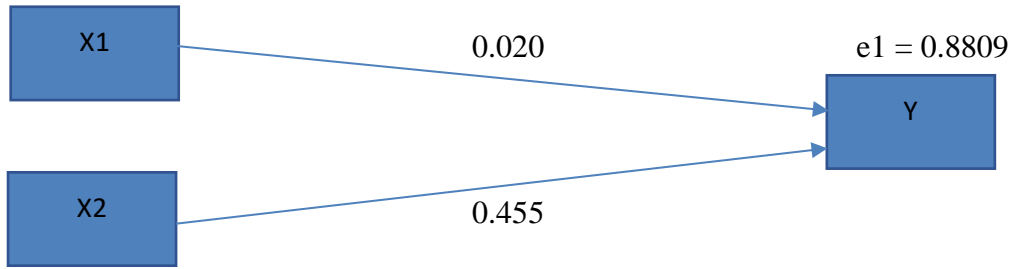
Summary models

Model 1	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.473 ^a	.224	.208	.37586

a. Predictors: (Constant), Workload, Work Ethics

In the table above, the value of R square is 0.224. This means that the effect of work ethic (X1) and workload (X2) on job satisfaction (Y) has an effect of 22.4%. The remaining 77.6% is influenced by other variables not present in this study. Thus the value of $e1 = \sqrt{0.224} = 0.8809$ then the model path diagram is obtained as follows:

Model 1



Model 2

		Coefficients ^a				
Model 2		Unstandardized Coefficients	Standardized Coefficients			
		B	std. Error	Betas	Q	Sig.
1	(Constant)	2,686	.369		7,272	.000
	Work ethic	-.051	.136	-.070	-.373	.710
	Workload	.182	.127	.276	1,431	.156
	job satisfaction	.232	.091	.270	2,563	.012

a. Dependent Variable: employee performance

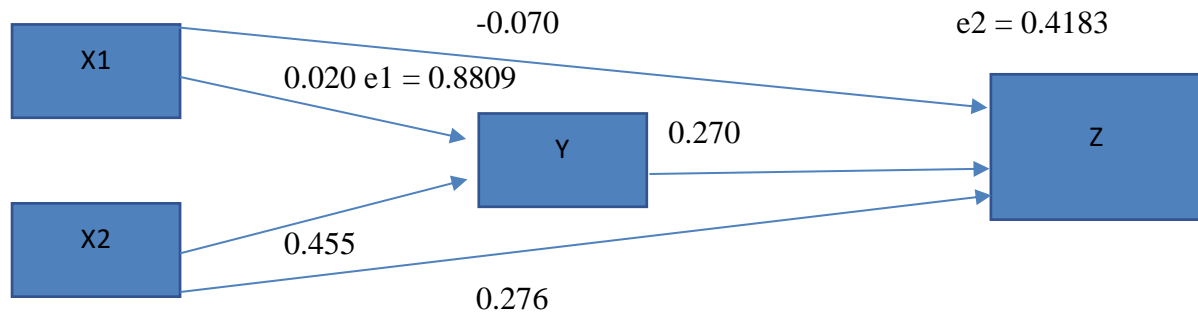
In the table above, it can be seen that the significance value of work ethic (X1) is 0.710 and workload (X2) is 0.156 and job satisfaction (Y) is 0.012. This explains that the work ethic variable (X1) has no effect on employee performance because the significant value is $0.710 > 0.05$. The workload variable (X2) has no effect on employee performance because it has a significant value of $0.156 > 0.05$. As well as the variable job satisfaction affects employee performance because a significant value is $0.012 < 0.05$.

Summary models

Model 2	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.419 ^a	.175	.150	.33502

a. Predictors: (Constant), job satisfaction, work ethic, workload

In the table above, the value of R square is 0.175. This means that the effect of work ethic (X1) and workload (X2) and job satisfaction (Y) on employee performance (Z) has an effect of 17.5%. The remaining 82.5% is influenced by other variables that are not present in this study. Thus the value of $e1 = \sqrt{0.175} = 0.4183$ then the model path diagram is obtained as follows:

Model 2**DISCUSSION**

From the results of calculations between work ethic (X1) and job satisfaction (Y), it was found that the work ethic variable (X1) had a significance value of 0.912. This value is greater than the significance level of 0.05. Therefore, these findings indicate that the work ethic which consists of factors such as employee time regularity, employee discipline, employee responsibility, employee creativity, and employee hard work has no effect on employee job satisfaction in an organizational context, especially at Ngudi Waluyo University. .

Based on the results of calculations between workload (X2) on job satisfaction (Y), it was found that the workload variable (X2) had a significance value of 0.013. This value is smaller than the significance level of 0.05. Thus, these findings indicate that workload consisting of factors such as the number of employee assignments, available employee time, types of employee assignments, and the complexity of employee tasks affect an employee's job satisfaction in an organizational context, particularly at Ngudi Waluyo University.

Based on the results of calculations between work ethic (X1) and employee performance (Z), it was found that the work ethic variable (X1) has a significance value of 0.710. This value is greater than the significance level of 0.05. Therefore, these findings indicate that the work ethic which consists of factors such as employee time regularity, employee discipline, employee responsibility, employee creativity, and employee hard work has no effect on employee performance in an organizational context, especially at Ngudi Waluyo University.

Based on the calculation results between workload (X2) on employee performance (Z), it was found that the workload variable (X2) has a significance value of 0.012. This value is smaller than the significance level of 0.05. Therefore, these findings indicate that workload consisting of factors such as the number of employee assignments, available employee time, type of employee assignments, and the complexity of employee tasks has no effect on employee job satisfaction in an organizational context, particularly at Ngudi Waluyo University.

Based on the results of calculations between job satisfaction (Y) on employee performance (Z), it was found that the variable job satisfaction (Y) has a significance value of 0.156. This

value is greater than the significance level of 0.05. Thus, these findings provide evidence that job satisfaction includes factors such as salary and employee benefits, satisfaction with colleagues and superiors, career development opportunities, job challenges and variety, organizational fairness, employee work environment, employee communication, and satisfaction with Company policies have an influence on an employee's job satisfaction in an organizational context, especially at Ngudi Waluyo University.

CONCLUSIONS AND RECOMMENDATIONS, MANAGERIAL IMPLICATIONS, LIMITATIONS OF THE RESEARCH, FUTURE RESEARCH

Conclusion

From the results of the above research it can be concluded that:

1. Work ethic has no impact on the level of employee job satisfaction.
2. Workload affects the level of employee job satisfaction.
3. Work ethic has no effect on the level of employee performance.
4. Workload has no effect on the level of employee performance.
5. Employee job satisfaction affects the level of employee performance.

Suggestion

Suggestions for further research can explore or add other factors that can affect employee satisfaction and performance. Future research should broaden the scope of research, bearing in mind that current research cannot fully describe the level of employee satisfaction and performance. It is recommended to use a more optimal technique to obtain the required data.

Managerial Implications

This research is expected to provide benefits, including:

1. For universities, as an evaluation of work ethic, workload, job satisfaction has an impact on employee performance. Identification of the problems of universities.
2. For academics, to increase knowledge and complete the literature regarding the role of job satisfaction and employee performance.

Research Limitations

Some of the limitations of this research are as follows:

1. Employee performance appraisal indicators are self-assessment so as to show bias in the results;
2. The instrument used is only a questionnaire, so the data only comes from the results of filling out the questionnaire
3. The sample used is a sample of Ngudi Waluyo University employees which is still limited

Further Research

The results of this study can be followed up with further studies. Researchers suggest that research with similar topics occurs in larger organizations or campuses that have many employees, so that the larger the population and sample can increase the level of generalization of this study.

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