

The Effect of Work Ethic and Work Discipline on Employee Performance Through Work-Life Balance Policies at The Sirnajaya Village Office

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This study aims to analyze the influence of work enthusiasm and work discipline on employee performance, by considering the mediating role of work-life balance policies at the Sirnajaya Village Office. The novelty of this research lies in its integration of work-life balance as a mediating factor between motivation, discipline, and performance an approach that remains underexplored in public sector organizations at the village level. A quantitative approach was employed, involving 94 respondents selected from a population of 123 employees using Slovin's formula with a 5% margin of error. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with LISREL version 8.8. The results indicate that both work enthusiasm and discipline have a significant positive impact on employee performance. Enthusiasm also positively affects work-life balance, while discipline shows a negative relationship with it. Furthermore, work-life balance was found to partially mediate the relationship between the independent variables and performance. The study is limited to a single village office with a relatively small sample size, which may restrict broader generalization. Nonetheless, the findings highlight the importance of balancing motivation and discipline through supportive work-life balance policies to enhance sustainable employee performance.

Keywords: Employee Performance, Work Discipline, Work-Life Balance, Work Spirit.

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1. Introduction

Human Resources (HR) is a crucial component of every company, as its role is to design, implement, and enforce policies, serving as the primary driving force in achieving organizational goals. The effectiveness of HR is reflected in its performance, which can be measured against specific standards and agreements over a given period of time. Employee performance is a key determinant of organizational success; the better the performance, the higher the quality of the organization, and vice versa. Work ethic is a factor that drives performance. Work ethic creates a positive environment within the organization, encouraging employees to work harder and be more productive. This ethic reflects an individual's commitment and dedication to completing tasks in a disciplined and timely manner, thereby fostering a responsible and focused work ethic. In addition to work ethic, discipline is also a vital foundation in the workplace [1].

Discipline reflects adherence to existing rules and norms, both written and unwritten. A disciplined attitude helps create an orderly work environment and promotes greater effectiveness and a better quality of life for employees [2].

The concept of work-life balance is relevant in the context of balancing professional and personal life. Work-life balance refers to an individual's ability to allocate time and energy proportionally between the demands of their profession and their personal life. When this balance is achieved, employees tend to be more satisfied and able to perform their roles optimally in both aspects of life [3].

The situation at the Sirnajaya Village Office indicates that employee performance has not yet reached its full potential. Based on initial observations, work ethic and discipline remain challenges that affect work effectiveness. Therefore, the objective of this study is to examine the influence of work ethic and discipline on employee performance by considering work-life balance as a factor that can strengthen this relationship [4].

2. Literature

a. Discipline

Work discipline refers to behavior that reflects an individual's adherence to the norms and regulations in effect at a company. This attitude includes a willingness to comply with regulations, accept the consequences of violations, and demonstrate responsibility for assigned tasks. Discipline is a form of awareness and willingness to comply with social norms and work rules. Work ethic and discipline reflect positive mental states such as optimism and support for the team's vision. Discipline also serves as a managerial communication tool to encourage behavioral change and enhance compliance with organizational norms [5].

b. Work Ethic

Work ethic is the internal drive that motivates individuals to work with enthusiasm and a strong sense of responsibility [6]. Employees with a strong work ethic tend to be more productive, diligent, and achievement-oriented. This attitude fosters a positive workplace environment and consistently contributes to improved overall performance [7].

c. Work-Life Balance

Work-life balance refers to an individual's ability to manage their work and personal life roles in a balanced manner. States that this balance is related to satisfaction with the dual roles one assumes. Hutchazon emphasizes that work-life balance is not merely a matter of time but also concerns emotional engagement in both work and non-work roles [8]. Lockwood asserts that this balance encompasses two primary demands: those of work and an individual's personal circumstances [9].

d. Framework

This study examines the relationship between work motivation (X1) and work discipline (X2) on employee performance (Y), with work-life balance (Z) serving as a mediating variable. The model aims to understand how motivation and adherence to rules can influence performance, both directly and through work-life balance

3. Method

This study employed a quantitative method to assess the relationship between work enthusiasm and work discipline on employee performance, as well as to evaluate how work-life balance functions as a mediating factor [10]. The research was conducted at the Sirnajaya Village Office, with a population of 123 employees. The Slovin formula was used to calculate the sample size with a 5% margin of error. The results indicated that the 94 respondents constituted a representative sample.

Data collection was conducted through direct observation, the distribution of questionnaires using a Likert scale (1–5), and a literature review to strengthen the theoretical foundation. Secondary data were sourced from relevant scientific references and internal organizational documents. In this study, independent variable X1 is work enthusiasm, independent variable X2 is work discipline, mediating variable Z is work-life balance, and dependent variable Y is employee performance. Data analysis

employed the Structural Equation Modeling (SEM) method using the LISREL 8.8 program. The validity and reliability of the instruments were tested via Confirmatory Factor Analysis (CFA), while the relationships among variables were analyzed using a structural model. This approach allows for the simultaneous testing of direct and indirect effects between variables, thereby providing a comprehensive picture of the factors influencing employee performance within the organizational environment of village-level government.

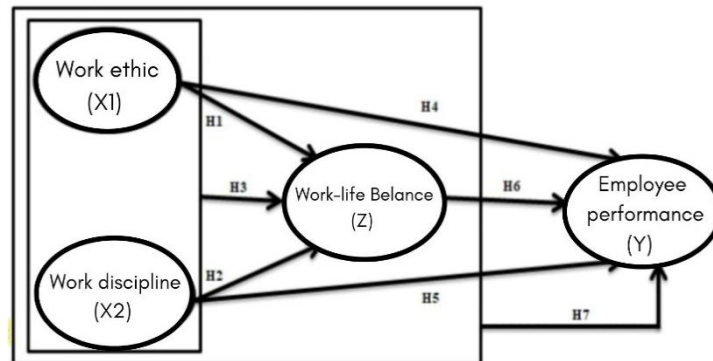


Figure 1. Research Model

Notes:

X1: Independent Variable: Work Motivation

X2: Independent Variable: Work Discipline

Z: Mediating Variable: Work-Life Balance

Y: Dependent Variable: Employee Performance

4. Results And Discussion

Analysis Results

The results indicate that work ethic and work discipline have a positive effect on employee performance, which is consistent with motivation theory and human resource management theory emphasizing the importance of internal drive and rule compliance in improving performance. These findings are also supported by previous studies stating that work ethic and discipline are key factors in enhancing work effectiveness. However, work-life balance does not have a direct effect on performance, suggesting that in public sector organizations, performance is more influenced by structural factors. Nevertheless, work-life balance still plays a mediating role in strengthening the relationship between work ethic, discipline, and employee performance.

Table 1. Analisis Outer Model
 Validity and Reliability Test

Substructure	Indicator	SLF	Error	T-Value	CR	VE	Test Results
Employee Productivity	SK 1	0,99	0,02	13,39			Valid and Reliable
	SK 2	0,91	0,16	11,55			
Low Absenteeism Rate	SK 3	0,99	0,02	13,30			Valid and Reliable
	SK 4	0,90	0,20	11,14			
Labour Turn Over	SK 6	0,69	0,53	7,55			Valid and Reliable
					0,98	0,84	
Reduced Anxiety	SK 10	0,97	0,05	12,96			Valid and Reliable
	SK 11	0,97	0,05	12,95			
	SK 12	0,91	0,16	11,55			
Attendance Rate	SK 13	0,88	0,22	10,83			Valid and Reliable
	DK 1	0,74	0,45	8,31			
Procedures	DK 2	0,84	0,29	10,03			Valid and Reliable
Obedience to Superiors	DK 3	0,90	0,20	11,09			Valid and Reliable
					0,90	0,76	
Work Ethic	DK 4	0,90	0,18	11,24			Valid and Reliable
	DK 5	0,93	0,14	11,80			
Responsibility	DK 6	0,84	0,29	10,01			Valid and Reliable
	DK 7	0,91	0,17	11,55			
Quantity	DK 8	0,85	0,27	10,23			Valid and Reliable
	KP 1	0,69	0,52	7,11			
Quality	KP 2	0,61	0,63	6,01			Valid dan Reliabel
	KP 3	0,57	0,67	5,71			
	KP 4	0,76	0,43	8,17			
Time Balance	KP 5	0,73	0,47	7,74	0,81	0,95	Valid and Reliable
	KP 6	0,81	0,34	9,03			
Balanced Engagement	WLB 1	0,96	0,07	12,66			Valid and Reliable
	WLB 2	1,00	0,01	13,51			
Balanced Satisfaction	WLB 3	1,02	0,04	14,20			Valid and Reliable
	WLB 5	0,98	0,05	12,97			Valid and Reliable

Source: Researcher's Data Analysis

Based on the results of the above tests, which were conducted using the Hybrid model and included modification indices with error variance, the test results yielded a Goodness of Fit value as a measure of the quality of the research.

The T-value for each relationship between constructs was calculated to test the hypotheses. The cutoff value used in this research model is greater than 1.96. A T-value greater than 1.96 indicates that the causal relationship between two concepts can be considered significant. Conversely, if the T-value is less than 1.96, the causal relationship between the two concepts is not accepted or is not significant. The results of the Lisrel hypothesis test are as follows:

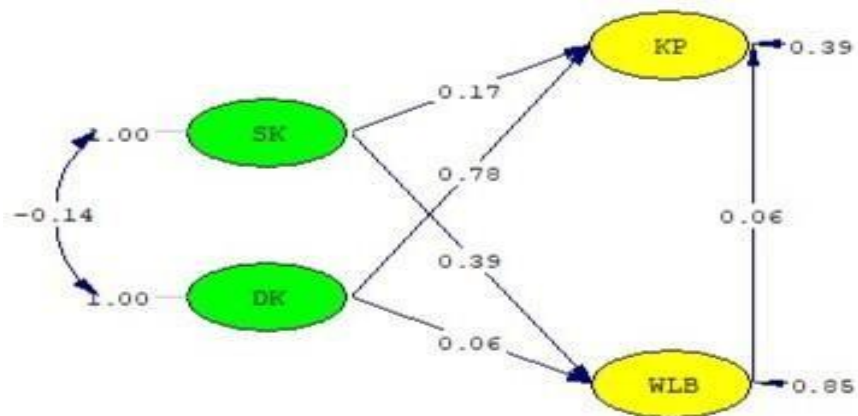


Figure 2. Model Struktural
 Source: Researcher's Data Analysis

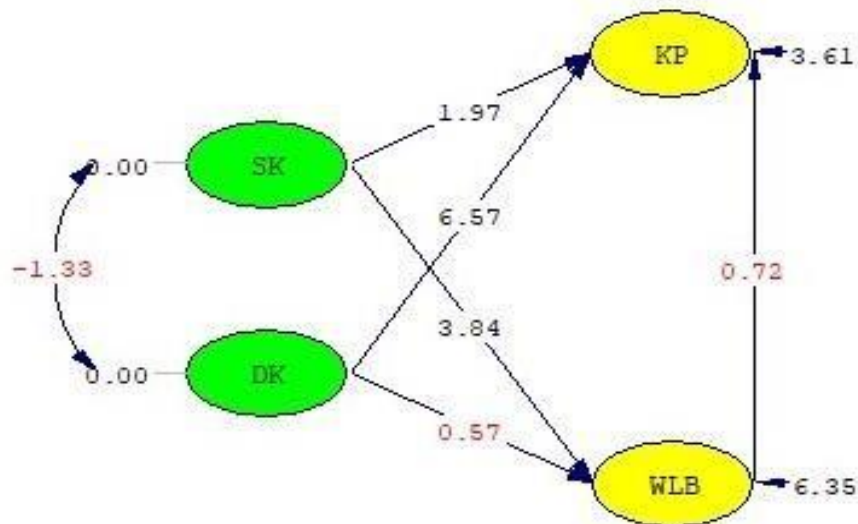


Figure 3. Structural Model
 Source: Researcher's Data Analysis

Structural Equations

$$\begin{aligned}
 KP &= 0.057 \cdot WLB + 0.17 \cdot SK + 0.78 \cdot DK, \text{ Errorvar.} = 0.39, R^2 = 0.61 \\
 &\quad (0.080) \quad (0.084) \quad (0.12) \quad (0.11) \\
 &\quad 0.72 \quad 1.97 \quad 6.57 \quad 3.61 \\
 WLB &= 0.39 \cdot SK + 0.056 \cdot DK, \text{ Errorvar.} = 0.85, R^2 = 0.15 \\
 &\quad (0.10) \quad (0.097) \quad (0.13) \\
 &\quad 3.84 \quad 0.57 \quad 6.35
 \end{aligned}$$

Figure 4. Results of the Simultaneous Test
 Source: Researcher's Data Analysis

Figures 2 and 3 show the relationship between the independent and dependent variables. Figure 4 above shows the results of the significance test for the relationship between the two latent variables. The

resulting coefficient values and t-values are displayed. A structural path's t-value is considered significant if it is greater than 1.96; if it is less than 1.96, the path is not significant. Furthermore, simultaneous significance can be considered significant. If f_{calc} is greater than 2.46 and insignificant if f_{calc} is less than 2.46, the f_{table} value is 2.46. Using four research variables and 94 survey respondents, this value was obtained.

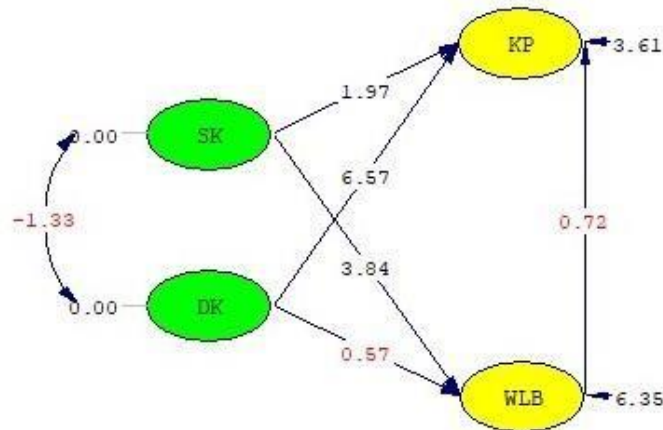


Figure 5. Hypothesis Results
Source: Researcher's Data Analysis

1. The Impact of Work Ethic on Employee Performance

The analysis revealed that work motivation has a positive and significant influence on employee performance at the Sirnajaya Village Office, as evidenced by a t-value of 1.97, which exceeds the critical threshold of 1.96. These findings indicate that highly motivated employees tend to perform better, both in terms of productivity and work responsibility. Work enthusiasm encourages individuals to work with enthusiasm, complete tasks on time, and actively contribute to the achievement of company goals. These results are consistent with the research by [7], which states that work enthusiasm is an important factor in driving overall employee work effectiveness.

2. The Impact of Work Discipline on Employee Performance

A t-value of 6.57, which far exceeds the critical value of 1.96, indicates that work discipline has a positive and significant effect on employee performance at the Sirnajaya Village Office. The results show that employees are more productive and efficient when they follow rules, take responsibility for their tasks, and consistently fulfill their work obligations. Organized, punctual, and results-oriented work behavior is more likely to be achieved by disciplined employees. Found that discipline is an important part of creating a professional and competitive work ethic [11].

3. The Effect of Work Ethic on Work-Life Balance

According to the study's findings, the work motivation of employees at the Sirnajaya Village Office has a positive and significant effect on the balance between their professional and personal lives. Employees with high motivation tend to be better able to maintain a balance between the demands of their profession and their personal lives, with a t-value of 3.84 that exceeds the threshold of 1.96. Work motivation encourages people to become more emotionally and psychologically engaged in both roles, resulting in a harmony that supports well-being and stability in the workplace. According to [6] work motivation helps achieve a balance of time and satisfaction in managing both personal and professional life [12].

4. The Impact of Work Discipline on Work-Life Balance

Based on the study, work discipline does not have a significant effect on employees' work-life balance at the Sirnajaya Village Office. A t-value of 0.57, which is below the critical threshold of 1.96, indicates

that adherence to work rules and procedures does not directly contribute to achieving a balance between personal and professional life. This finding suggests that while discipline is important for maintaining workplace order, its implementation does not necessarily have a positive impact on employees' psychological well-being or time flexibility. Which concluded that work discipline does not always support the creation of work-life balance in public sector work environments [13].

5. The Impact of Work-Life Balance on Employee Performance

Based on the study, it appears that work-life balance does not have a significant impact on employee performance at the Sirnajaya Village Office. In village organizations, work-life balance has not yet become a major factor influencing work productivity, as indicated by a t-value of 0.72, which is below the critical threshold of 1.96. Although work-life balance is psychologically important and can increase a person's happiness, employee performance is more influenced by other factors such as discipline and work ethic. Performance outcomes in the public sector are not always directly driven by work-life balance [14].

6. The Effect of Work Ethic on Work-Life Balance through Performance

The study findings indicate that work motivation enhances employee performance and has a positive and significant impact on work-life balance. Work motivation impacts performance with an F-statistic of 3.16, exceeding the critical value of 2.46, and helps balance personal life and work. Highly motivated employees tend to demonstrate better performance, which helps achieve a balance between their professional and personal lives. These results align with the research by Darmawan et al., who found that work motivation can improve work-life balance and contribute to optimal performance.

7. The Effect of Work Discipline on Work-Life Balance through Performance

The study's findings indicate that work discipline has a positive and significant effect on work-life balance through improved employee performance. An F-statistic of 6.35, which exceeds the critical value of 2.46, indicates that although work discipline does not have a direct impact on work-life balance, it still contributes indirectly through better performance. Disciplined employees tend to demonstrate responsibility and consistency in their work, which ultimately fosters stability and work efficiency, thereby supporting the creation of a balance between personal and professional life. These findings align with the research by [15], which states that work discipline can strengthen work-life balance through improved individual performance.

5. Conclusion

Based on the findings, it can be concluded that discipline and work ethic have a positive and significant effect on employee performance at the Sirnajaya Village Office. Work ethic also contributes to the creation of work-life balance, while work discipline does not show a direct influence on that balance. Although work-life balance does not have a direct impact on performance, it acts as a mediating factor that strengthens the relationship between work ethic and discipline on employee performance. This study highlights the importance of creating a work environment that supports motivation and discipline, as well as prioritizing work-life balance as a strategy for sustainable performance improvement. This study acknowledges several limitations, including its focus on a single village office and a relatively small sample size, which may limit the generalizability of the findings. In addition, the use of a quantitative approach based on self-reported data may not fully capture actual workplace conditions. Therefore, future research is recommended to involve a broader research scope across different organizations and to use mixed methods in order to obtain more comprehensive results. Further studies may also include additional variables such as leadership style, organizational culture, and job satisfaction to better explain employee performance.

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