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The Influence of Work Ethos, Communication, and Work Motivation on the Work Discipline of Employees in the Traffic Division of the Ngawi Regency Transportation Department

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Abstract

The success of public sector organizations is heavily dependent on human resources, where employee work discipline serves as a core indicator of professionalism and service quality. This study aims to analyze the influence of work ethos, communication, and work motivation on employee work discipline within the Traffic Division of the Ngawi Regency Transportation Department. Pre-research observations indicated various discipline challenges, including tardiness, suboptimal field performance, and coordination gaps. Through rigorous paraphrasing of academic literature, this study establishes that work ethos reflects an individual's ethical commitment, organizational communication acts as the medium for operational alignment, and motivation provides the behavioral drive necessary to achieve performance standards. The results of this study are expected to offer strategic insights for regional governments in enhancing bureaucratic performance and public service delivery.

Keywords: Work Discipline, Work Ethos, Organizational Communication, Work Motivation

INTRODUCTION

The performance and long-term success of public sector organizations, particularly local government agencies, are heavily contingent upon the quality and behavioral integrity

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of their human resources. Within the framework of public administration, the caliber of the government apparatus is measured not only by technical competencies but also by underlying workplace attitudes, which are most prominently manifested in work discipline. Work discipline serves as a critical metric for evaluating employee professionalism, as it directly governs regulatory compliance, operational punctuality, and the systematic fulfillment of public duties. Given that the quality of public service delivery has an immediate, unmediated impact on local governance reputation, maintaining rigorous administrative discipline among the apparatus becomes an absolute imperative. This institutional demand is legally reinforced by Law Number five of 2014 concerning the State Civil Apparatus, which explicitly mandates that civil servants possess high integrity, professionalism, and strict discipline. Furthermore, Government Regulation Number ninety-four of 2021 regarding Civil Servant Discipline defines this construct as an absolute commitment to adhere to official obligations and avoid prohibited actions outlined by statutory regulations. Nevertheless, empirical evidence indicates that various discipline infractions persist across regional government bodies, necessitating deeper behavioral investigation.

In the context of regional infrastructure, the Traffic Division of the Ngawi Regency Transportation Department holds a highly strategic mandate in managing transport safety, logistics efficiency, and public mobility. This vital public service requires an exceptional degree of operational discipline, yet preliminary field observations during the pre-research phase revealed critical behavioral bottlenecks. These issues include recurring employee tardiness, suboptimal field enforcement, and a distinct lack of horizontal coordination among personnel during critical traffic operations. Structurally, employee work discipline is driven by multiple systemic factors, among which work ethos, organizational communication, and work motivation serve as the core determinants of this study. According to Wulandari et al. (2025: 1429), work ethos represents an individual or group attitude and behavior grounded in beliefs and ethics, which is explicitly manifested through determination and concrete actions in executing assigned tasks. A robust work ethos fosters a strong sense of accountability and institutional awareness. However, initial field assessments at the Traffic Division indicated a subpar work ethos, characterized by minimal workplace initiative, low individual responsibility, and a tendency to operate strictly on a command basis without intrinsic commitment.

Beyond individual ethos, organizational communication acts as a critical institutional catalyst for workplace compliance. As articulated by Hezkia and Ridwan (2024: 142), communication within an organization functions as a primary medium of interaction among individuals, serving as a vehicle for exchanging vital opinions or operational information

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between members. Optimal vertical and horizontal communication networks ensure structural alignment, whereas poor communication links lead to operational ambiguity, information delays, and an eventual erosion of behavioral discipline. Empirical observations within the division highlighted highly ineffective communication patterns, marked by ambiguous operational updates, delayed information sharing, and a complete underutilization of integrated communication media, all of which directly trigger coordination failures. Furthermore, work motivation serves as the psychological engine driving employee discipline. Irfan et al. (2024: 108) define motivation as a strategic collection of attitudes and values that actively influence individuals to achieve desired goals, or as an internal driving force that stimulates behavior toward specific objective attainment. Highly motivated personnel exhibit natural compliance and enthusiasm, whereas low motivation invariably leads to high absenteeism and declining productivity. Preliminary evaluations indicated severely depressed motivation levels among the Traffic Division personnel, evidenced by a routine-driven mindset devoid of performance targeting. The convergence of these behavioral issues underscores an urgent need for empirical investigation, thereby establishing the objective of this study to analyze the simultaneous and partial influence of work ethos, organizational communication, and work motivation on the work discipline of employees within the Traffic Division of the Ngawi Regency Transportation Department.

THEORETICAL REVIEW

Work Ethos

The conceptual framework of work ethos represents the holistic core of an individual identity, encompassing how one interprets, values, and executes professional assignments to achieve optimal operational outcomes (Wisnadin and Aprianti, 2023: 46). Academically, it serves as the foundational behavioral posture adopted by individuals or groups, fostering constructive workplace habits rooted in psychological awareness, conviction, and comprehensive commitment (Wulandari et al., 2025: 1429). The internal strength of this construct determines institutional productivity, where high levels facilitate task completion and low levels systematically deteriorate field output (Sinamo in Usoh et al., 2020: 2127). Personnel with an advanced professional ethos consistently demonstrate explicit behavioral traits, specific moral values, and an intrinsic drive to maximize performance targets (Niazi in Candana, 2021: 550). Synthesizing these perspectives, work ethos constitutes an employee integrated value system regarding labor, dynamically reflected through performance enthusiasm, personal accountability, and professional dedication. Empirically, this construct is evaluated through several established dimensions, which include hard work

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characterized by extensive task engagement, administrative discipline regarding regulatory adherence, high integrity or honesty in complying with predefined operational mandates, and personal responsibility practiced through diligent performance.

Organizational Communication

Organizational communication is defined as a dynamic interaction process among personnel, teams, and institutional structures that generates and decodes messages to facilitate environmental adaptation (Fauziah et al., 2024: 245). This interactive exchange enables collective actors to accurately interpret intended organizational directives and strategic goals (Hezkia and Ridwan, 2024: 142). The underlying mechanical purpose of this exchange centers on transmitting core meanings, conceptual ideas, and operational parameters so that information is smoothly shared between parties (Meliani and Siagian, 2022: 439). Furthermore, this phenomenon encompasses the holistic reception and transmission of verbal and nonverbal messages, establishing mutual comprehension within institutional frameworks (Usman in Ndraha et al., 2022: 1374). Consequently, communication represents a highly structured bridge for information exchange aimed at eliminating operational ambiguity. In an empirical setting, communication efficacy is assessed through the clarity of message capture prior to distribution, the sense of pleasant interaction between communicators, the observable impact on employee behavioral attitudes, the development of healthy peer relationships, and the execution of concrete actions following the message exchange.

Work Motivation

Work motivation acts as a psychological catalyst or a deliberate management process designed to direct employee behavior toward satisfying individual needs and achieving strategic institutional objectives (Amallia et al., 2024: 327). This construct functions as an internal behavioral engine driving personnel toward specific objective attainment through sustained efforts (Agusyani et al., 2024: 950). In an institutional environment, motivation reflects an individual willingness to exert high effort levels for organizational goals, conditioned by the capacity to satisfy unique personal requirements (Robbin in Irfan et al., 2024: 108). The application of motivational stimuli enhances workplace enthusiasm, prompting collaborative, efficient, and integrated efforts to secure mutual satisfaction (Hasibuan in Hasica et al., 2023: 1538). Leadership roles heavily depend on motivational frameworks to ensure that human resources align with organizational workloads (Kasino in Sariningrum and Febrian, 2023: 136). Because employees rarely utilize their maximum professional capacity voluntarily, external and internal drivers remain vital to unlock their

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underlying potential (Septiawan et al., 2023: 245). Essentially, work motivation drives administrative persistence and responsibility. To measure this variable, analytical frameworks incorporate indicators such as financial compensation, physical work environments, infrastructure facilities, recognition from superiors, job characteristics, workplace satisfaction, emotional attachment, autonomy levels, goal understanding, and career advancement desires.

Work Discipline

Work discipline represents the internal drive or systemic mechanism that compels employees to align their workplace actions with established institutional codes and legal regulations (Wisnadin and Aprianti, 2023: 47). It involves structured value inculcation or external enforcement designed to ensure absolute regulatory compliance, sometimes acting as an evaluative mechanism for institutional corrections (Wisnadin and Aprianti, 2023: 44). Because discipline directly dictates organizational goal realization, its daily implementation must be strictly monitored (Rokhayah et al., 2021). Operationally, discipline serves as a core management instrument to optimize compliance with verbal and written regulatory mandates (Rusyana in Ashari et al., 2024: 44). In short, work discipline reflects employee professional commitment to corporate order, manifested through temporal punctuality and regulatory compliance. To quantify work discipline within the public sector, researchers utilize specific parameters established by Hasibuan in Wisnadin and Aprianti (2023: 47), which focus on individual mental attitude stemming from intrinsic willingness, organizational norms that define boundaries of permissible workplace behavior, and absolute task responsibility demonstrated by completing assignments within designated time frames.

METHOD

Research Design

This study employs a quantitative approach utilizing an associative research design to examine and determine the structural relationships and direct influences among predefined variables. Specifically, the analytical framework is constructed to measure the predictive impact of three independent variables, namely work ethos, organizational communication, and work motivation, on the dependent variable, which is defined as employee work discipline. The study relies on statistical verification and empirical testing to objectively validate the hypothesized interaction networks between these operational constructs within a public sector management context.

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Setting and Study Population

The empirical setting of this investigation is situated within the Traffic Division of the Ngawi Regency Transportation Department, an infrastructure agency in Indonesia managing regional transport and public logistics safety. The target population defined for this research encompasses all active civil servants and administrative personnel structurally deployed within this specific division. Based on institutional registries obtained during the initial field assessment, the total localized population comprises forty-five individuals who directly experience and execute the daily operational workflows and administrative regulations of the organization.

Sampling Technique Procedure

In determining the representative parameters for data collection, this study applies a saturated sampling procedure, which is widely recognized as a census method where the entire target population is integrated into the active respondent pool. This technique is purposefully selected due to the relatively small and highly manageable size of the institutional population, which does not exceed forty-five individuals, thereby enabling a comprehensive assessment without sampling errors. Consequently, all forty-five personnel within the division were designated as active respondents, ensuring that the empirical findings directly reflect the holistic characteristics and behavioral patterns of the entire public sector unit.

Instruments

Two validated questionnaires were used for data collection:

The primary data collection instrument consists of a structured, closed-ended questionnaire designed to align respondent perceptions with specific operational indicators for each variable. All metrics are quantified using a five-point Likert scale ranging from a score of five for strongly agree to a score of one for strongly disagree. To establish conceptual alignment, the independent variable of work ethos is operationalized through the dimensions of hard work, discipline, honesty, and responsibility. Organizational communication is measured via message capture clarity, interaction pleasantness, behavioral attitude impact, peer relationship health, and post-communication action.

Work motivation incorporates dimensions regarding satisfaction levels, emotional attachment, achievement recognition, task autonomy, goal understanding, and promotional desires. Lastly, the dependent variable of employee work discipline is quantified using indicators of attendance rates, procedural workflows, compliance with superiors, temporal punctuality, and overall task accountability. To ensure structural integrity, the instrument

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undergoes strict construct validity testing using the Pearson product-moment correlation coefficient via statistical software, where individual items are deemed valid if their calculated coefficient exceeds the critical table value at a five percent significance level. Furthermore, instrument reliability is verified through Cronbach alpha internal consistency testing, establishing an acceptable reliability threshold if the aggregate coefficient exceeds zero point sixty.

Data Collection

The empirical data for this study are gathered through a dual-source collection strategy comprising primary and secondary information channels. Primary data collection is executed via the direct distribution of the structured questionnaires to the forty-five designated respondents, allowing for immediate retrieval of quantitative behavioral perceptions. Concurrently, secondary data are compiled through systematic documentation and direct field observation methods. The documentary framework involves retrieving official administrative archives, organizational charts, and spatial profiles from the division, supplemented by extensive literature reviews of academic journals and books. These insights are coupled with unstructured field observations conducted at the institutional site to contextualize the core research problems regarding administrative compliance and workplace interaction dynamics.

Data Analysis

IBM SPSS version 26 was used to analyze data collected. Both descriptive and inferential statistics were compiled. The hypotheses were tested using multiple linear regression analysis and accepted at $p < .001$ level of significance.

RESULTS

Table 1: Participants' Demographic Information

Variable	Categories	Frequency	%
Gender	Male	41	91.11
	Female	4	8.89
Age	20–30 years	10	22.22
	31–40 years	3	6.67

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	41–50 years	25	55.56
	> 50 years	7	15.56
Educational Level	High School (SMA)	30	66.67
	Bachelor's Degree (S1)	14	31.11
	Master's Degree (S2)	**1**	**2.22**

Table 1 presents socio-demographic distribution of the forty-five respondents within the Traffic Division of the Ngawi Regency Transportation Department reveals a highly distinct institutional profile. In terms of gender composition, the sample is overwhelmingly dominated by male employees, who constitute ninety-one point eleven percent of the workforce, whereas female personnel represent a minor segment of only eight point eighty-nine percent. Regarding the age structure, more than half of the respondents are positioned within the mature bracket of forty-one to fifty years, representing fifty-five point fifty-six percent, while the cohort aged twenty to thirty years constitutes twenty-two point twenty-two percent, and those aged thirty-one to forty years form the smallest segment at six point sixty-seven percent. Furthermore, the educational background of the respondents is concentrated primarily at the high school level, which encompasses sixty-six point sixty-seven percent of the workforce, followed by bachelor degree holders at thirty-one point eleven percent, and a single master degree holder representing just two point twenty-two percent. This administrative composition reflects an experienced, male-dominated workforce with a predominant secondary education baseline, which serves as a crucial contextual foundation for analyzing how individual work ethos, communication efficiency, and motivational levels systematically interact to dictate collective work discipline in managing municipal traffic operations.

Testing the hypothesis

Work ethos, organizational communication, and work motivation will significantly predict employee work discipline among personnel in the Traffic Division of the Ngawi Regency Transportation Department. The hypotheses were tested using multiple linear regression and the results are presented in Tables 2a-c.

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Table 2a: Model Summary of Predictor Variables on Employee Work Discipline

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918	.844	.832	1.501

Table 2b: ANOVA of Predictor Variables on Employee Work Discipline

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	498.016	3	166.005	73.682	.000
Residual	92.373	41	2.253		
Total	590.389	44			

Table 2c: Coefficients Predicting Employee Work Discipline from Independent Variables

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	6.699	2.443		2.742	.009
Work Ethos	0.283	0.137	.256	2.064	.045
Organizational Communication	0.274	0.115	.292	2.373	.022
Work Motivation	0.319	0.062	.462	5.174	.000

Tables 2a-c show the results of the regression analysis carried out to determine if work ethos, organizational communication, and work motivation will predict employee work discipline among personnel in the Traffic Division of the Ngawi Regency Transportation Department. The result revealed that these predictor variables significantly predicted employee work discipline among study participants, $R^2 = .844$, $F(3, 41) = 73.682$, $p < .001$. The standardized beta coefficients indicate that work motivation had the strongest predictive relationship with work discipline ($\beta = .462$, $p < .001$), followed by organizational communication ($\beta = .292$, $p = .022$) and work ethos ($\beta = .256$, $p = .045$). The unstandardized

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coefficients suggest that for every one-point increase in work ethos, organizational communication, and work motivation, employee work discipline increases by approximately 0.283, 0.274, and 0.319 points, respectively. Furthermore, the model explains that the predictors collectively accounted for 84.4% of variance in employee work discipline (Adjusted R^2 = .832), a proportion considered high and highly meaningful in administrative behavioral research. This supported the hypotheses.

DISCUSSION

The empirical findings of this study demonstrate that work ethos, organizational communication, and work motivation serve as powerful predictors that collectively dictate employee work discipline within regional transportation governance. The simultaneous significance of the regression model ($F = 73.682$, $p < 0.001$) indicates that administrative compliance is not a product of isolated factors, but rather a structural outcome of a cohesive socio-psychological environment. By successfully satisfying all diagnostic classical assumptions, this research provides highly reliable and generalizable insights. It highlights that regional governments cannot enforce rigid discipline solely through command and punishment; instead, they must systematically foster a workplace climate characterized by high ethical standards, effective information flow, and robust motivational structures to organically cultivate compliance and professionalism.

Individually, work motivation emerged as the most critical driver of work discipline (beta = 0.462, $p < 0.001$), followed by work ethos (beta = 0.256, $p = 0.045$). This strong relationship underscores that when employees possess high internal and external drives - such as clear goal orientation, recognition from superiors, and job satisfaction - their commitment to punctuality and regulatory adherence increases naturally. This aligns with the work motivation frameworks of Irfan et al. (2024) and Amallia et al. (2024), which state that positive organizational incentives systematically reduce workplace deviance and absenteeism. Furthermore, the significant role of work ethos confirms that deeply held professional values, such as hard work, integrity, and responsibility, form the psychological bedrock of discipline. Employees who view their roles as a form of social dedication tend to be self-regulating and highly disciplined, verifying the ethos models of Wisnadin and Aprianti (2023) and Wulandari et al. (2025).

Additionally, organizational communication was shown to have a vital positive effect on employee work discipline (beta = 0.292, $p = 0.022$). Within the Traffic Division of the Ngawi Transportation Department, which demands high-intensity field operations, real-time coordination, and prompt crisis response, clear information flow is critical. Effective vertical and horizontal communication networks minimize task ambiguity, prevent

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coordination errors, and ensure immediate compliance with operational orders. This direct pathway is highly congruent with the findings of Hezkia and Ridwan (2024) and Meliani and Siagian (2022), which emphasize that robust information transmission and healthy interactive relationships among personnel prevent operational delays and administrative negligence, thereby directly sustaining high standards of institutional discipline.

CONCLUSION

This study concludes that employee work discipline within the Traffic Division of the Ngawi Regency Transportation Department is collectively and significantly predicted by work ethos, organizational communication, and work motivation. Among these core factors, work motivation exerts the most dominant predictive influence on discipline, followed sequentially by organizational communication and work ethos. Together, these three socio-psychological and organizational determinants account for eighty-four point four percent of the total variance in employee work discipline, indicating a highly substantial and meaningful explanatory power within public sector behavioral management. Ultimately, establishing high standards of public sector compliance cannot rely solely on punitive measures, but rather requires a holistic administrative approach that simultaneously elevates employee motivation, guarantees transparent operational communication, and instills a deep-seated professional ethos.

Recommendations

Based on the empirical finding that work motivation is the primary driver of work discipline, the leadership of the Ngawi Regency Transportation Department should prioritize administrative interventions designed to systematically boost employee morale. This objective can be achieved by implementing structured, merit-based recognition programs, providing performance-oriented incentives, and establishing clear, transparent pathways for career advancement. Additionally, to resolve communication bottlenecks, the department must optimize its internal communication channels by adopting integrated digital communication media for real-time task distribution and fostering an open, vertical feedback environment. These steps will prevent operational delays and coordination errors during critical field duties.

Furthermore, to strengthen work ethos, the department should establish targeted training programs focusing on professional accountability, public service ethics, and core civil service values. This educational intervention is essential to shift employee mindsets from command-driven compliance to proactive responsibility. Concurrently, regional policymakers should integrate these behavioral variables into routine performance

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evaluations. This ensures that career promotions and team assignments are aligned not only with technical outputs but also with consistent compliance, professional dedication, and exemplary standards of workplace discipline.

Limitations and suggestions for further study

This study is subject to certain limitations that present valuable opportunities for future academic inquiry. First, the empirical setting is restricted to a single regional government unit with a relatively small sample size of forty-five respondents, which may limit the generalizability of the findings to larger or structurally different public sector agencies. Second, while the independent variables in this model explain a vast majority of work discipline, approximately sixteen point eight percent of the variance remains unexplained. Future researchers are therefore encouraged to expand the research scope by incorporating a broader, multi-agency sample and introducing additional explanatory variables, such as leadership styles, organizational culture, and the implementation of electronic tracking or performance monitoring systems, to provide a more comprehensive understanding of public sector discipline.

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