

The Effect Of Work Ethos, Work Ethics, And Employee Loyalty On Employee Productivity The Sofa Industry In Tarub District, Tegal Regency

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Abstract

Keywords:

Ethos, Ethic, Employee-Loyalty, Productivity

Employees play a crucial role in the production process and the sustainability of a business; employee productivity generates output in the form of goods and services. High-quality human resources lead to increased employee productivity, and vice versa. The purpose of this study is to analyze the decline in employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java, and the factors influencing it. Methods: This is a quantitative study using numerical data. The sampling technique employed was random sampling. The population and sample consisted of 77 employees in the sofa industry in Tarub Subdistrict, Tegal Regency. Primary data were obtained through interviews with respondents and a questionnaire technique, which involved providing respondents with a set of written statements to be answered using a Likert scale. The collected primary data were tested for validity and reliability of the research instrument using SPSS 25. This was followed by data processing and analysis, including assumption testing (covering normality, heteroscedasticity, and multicollinearity tests) and multiple linear regression analysis. Finally, hypothesis testing was conducted to obtain t-test results, F-test results, and the coefficient of determination. Results: The t-test for the Work Ethic variable shows a positive effect on Employee Productivity ($3.395 > 1.666$ and $p\text{-value } 0.000 \leq 0.05$), meaning Hypothesis 1 is "accepted."; The Work Ethic variable has a positive effect on Employee Productivity ($12.300 > 1.666$ and $p\text{-value } 0.000 \leq 0.05$), meaning Hypothesis 2 is "accepted." The Employee Loyalty variable has a positive effect on Employee Productivity ($4.373 > 1.666$ and $p\text{-value } 0.000 \leq 0.05$), meaning Hypothesis 3 is "accepted". All three variables have a simultaneous effect on Employee Productivity ($62.113 > 2.730$ and $\text{sig. } 0.000 \leq 0.05$), meaning Hypothesis 4 is "accepted," supported by the coefficient of determination indicating that the three variables contribute 70.7% to employee productivity.

INTRODUCTION

In small and medium-sized enterprises, employees play a crucial role in the production process and the sustainability of a business. Employee productivity in these enterprises is closely tied to the resources available to produce goods and services. When the quality of human resources within a company is high, employee productivity increases; conversely, when the quality of human resources is low, employee productivity decreases.

To improve employee productivity at work, business owners in the small and medium-sized enterprise sector need to take several strategic steps, namely fostering a strong work ethic in which employees work with a sense of responsibility (Hazizah & Aslami, 2022) enthusiasm, diligence, and creativity (Putri et al., 2022). Creating a harmonious work environment by practicing good manners, mutual respect, upholding honesty, and mutual trust (Harmen et al., 2024). Enhancing shared commitment among employees to foster loyalty by providing facilities such as

fair wages, a comfortable work environment, and incentives for employees who can meet targets quickly. If implemented effectively, these measures will lead to increased employee productivity. Conversely, failure to do so will result in decreased employee productivity.

The purpose of this study is to analyze the decline in employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java, and the factors influencing it.

This study focuses on the phenomenon of declining employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java. This situation is reflected in employees' sluggish work pace, resulting in wasted time and suboptimal production output. In the long term, this leads to higher and inefficient labor costs that are not commensurate with the price of the sofas produced. Ultimately, this causes sofa industry owners to experience a decline in revenue or even losses. This condition stems from employees' low work ethic, as they feel compelled to work. Low self-motivation to meet production targets and a lack of innovative ideas make the work feel monotonous (Pakpahan et al., 2021).

A lack of work ethic among employees, as evidenced by their tendency to procrastinate and overlook details, as well as their lack of precision when manufacturing sofas, results in sofas that fail to meet established quality standards. Loyalty is no longer a priority in the workplace; employees readily move to other companies that offer higher wages and more favorable working conditions. This turnover leads to workforce instability, which disrupts sofa production.

This study is necessary to analyze the impact of work ethic, work values, and loyalty on employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java. The findings are expected to make a significant contribution to the field of human resource management and the management of employees in small and medium-sized industries by enhancing employee productivity in the future.

Literature

Russell and Taylor define productivity as a measure of an organization's effectiveness in converting inputs into outputs (Wijaya & Manurung, 2021). Productivity can be improved by: organizing tasks, training employees to work efficiently, striving to understand employees, fostering a spirit of cooperation, guiding and motivating employees toward meaningful goals, providing appropriate recognition, and giving employees the opportunity to demonstrate their competence (Saptaputra et al., 2023). To achieve these goals, business unit or enterprise leaders require human resources (employees) who possess a strong work ethic and high professional integrity, as well as loyalty, so that employees can perform their duties effectively.

Oxford Advanced Learner's Dictionary, define ethos is the moral ideas and attitudes that belong to a particular group or society (Ginting, 2016). Work ethos refers to the distinctive behavior of a community or organization, encompassing the motivations that drive its key characteristics, fundamental spirit, core values, code of ethics, moral code, code of conduct, attitudes, aspirations, beliefs, principles, and standards (Ikram et al., 2023). Work ethic is the volitional attitude required for specific activities. Work ethic is a personal or group characteristic influenced by the cultural values of a community (Hasibuan, 2017). Work ethic is an attitude that arises from one's own will and awareness, grounded in a cultural value system regarding work.

Work ethics refers to a set of values and principles that govern an individual's behavior in the workplace (Sunyoto, 2025). Work ethics encompasses not only discipline and responsibility toward one's work but also integrity, honesty, and respect for colleagues and the company. According to Bertens (2013), ethics is about intent—whether an action is permissible or not, based

on whether the intent is good or bad and the resulting consequences. Ethics is absolute, meaning it is non-negotiable (Hasibuan, 2017). The issue of declining employee productivity is also caused by a lack of work ethics among employees, characterized by a weak sense of trustworthiness and responsibility, which can harm business owners and erode the trust placed in them. Below are the results of a pre-survey regarding work ethics.

Employee loyalty is devotion to the company, as demonstrated by their utmost commitment to it. According to Hasibuan (Kristin & Umi, 2021), loyalty is one of the elements used in evaluating employees, including their loyalty to their job, position, and organization. Loyalty is an employee's tendency not to move to another company.

Framework

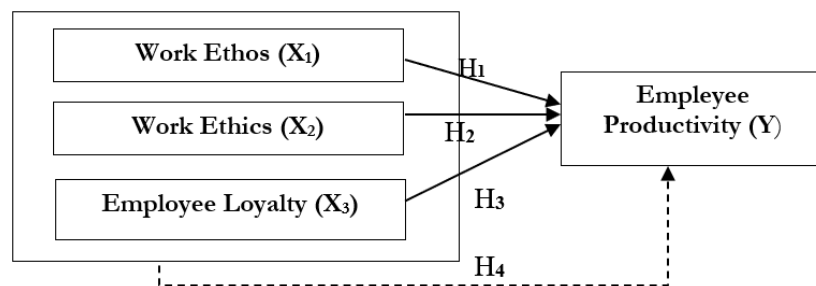


Figure 1. Framework

Hypotheses

Based on the results of previous research, the literature review, and the conceptual framework presented, the hypotheses proposed in this study are as follows:

- H₁ : Work ethic influences employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency.
- H₂ : Work ethics influence employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency.
- H₃ : Employee loyalty influences employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency.
- H₄ : Work ethic, work ethics, and employee loyalty simultaneously influence employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency.

METHODS

The type of research used in this study is quantitative research. According to Suliyanto (2018: 20), quantitative research is research based on quantitative data, where quantitative data consists of numbers or numerical values (Suliyanto, 2018). Quantitative research is grounded in the philosophy of positivism; it is used to study specific populations or samples, typically employing random sampling techniques. Data collection utilizes research instruments, and data analysis is quantitative/statistical in nature, with the aim of testing established hypotheses (Sugiyono, 2019).

Population is the totality of elements whose characteristics are to be examined. The population does not have to consist of people or other living beings but can also include inanimate objects (Suliyanto, 2018). Since this study focuses on employees in the sofa industry in Tarub Subdistrict, Tegal Regency, the population and sample consist of all 77 employees in the sofa industry in Tarub Subdistrict, Tegal Regency.

The data used for this study consists of primary and secondary data. Primary data was obtained through interviews—direct dialogue with respondents to gather information—and through questionnaires—data collection by providing respondents with a set of written questions or statements to be answered using a Likert scale (Sugiyono, 2019).

Before analysis, the collected primary data underwent instrument validation and reliability testing using SPSS 25. Once all research instruments were deemed valid and reliable, the data processing and analysis phases proceeded. Using SPSS version 25, the data were processed to test classical assumptions to ensure that the obtained regression equations were accurate in their estimates, unbiased, and consistent (including tests for normality, heteroscedasticity, and multicollinearity); and to perform data analysis using multiple linear regression, which was used to examine the relationship between two or more independent variables and one dependent variable (Ghozali & Kusumadewi, 2023). Finally, hypothesis testing was conducted to obtain the results of the t-test, F-test, and coefficient of determination.

RESULTS AND DISCUSSION

RESULTS

1. Validity and Reliability Testing of the Research Instrument

Instrument testing plays a crucial role in ensuring that the questionnaire used in the study is truly suitable as a data collection tool. In this study, instrument testing was conducted using 30 respondents as a pilot sample or pre-study sample

a. Validity Test

A validity test is used to determine whether questionnaire items are capable of measuring the research variables. An item is considered valid if the calculated r is greater than the table r , and invalid if the calculated r is less than the table r . The test sample in this study consisted of 30 respondents; therefore, the table r value was obtained from $df = n - 2 = 30 - 2 = 28$, resulting in a table r value of 0.361.

The results of the validity test for the research instrument on the employee productivity variable yielded calculated r values greater than the table r (0.738; 0.720; 0.675; 0.692; 0.661; 0.675; 0.455; 0.653; 0.719; 0.681; 0.439; and 0.574 > 0.361), meaning that all 12 research instruments are suitable for use and are deemed **valid**.

The results of the validity test for the research instruments of the Work Ethic variable showed calculated r values > table r (0.462; 0.517; 0.779; 0.497; 0.614; 0.759; 0.732; 0.831; 0.727; 0.831; and 0.727 > 0.361), meaning all 11 research instruments are suitable for use and deemed **valid**

The results of the validity test for the Work Ethics variable research instruments showed calculated r values > table r values (0.647; 0.629; 0.547; 0.488; 0.502; 0.663; 0.516; 0.405; 0.550; 0.712; 0.618; 0.592; 0.647; and 0.664 > 0.361), meaning that all 14 research instruments are suitable for use and are deemed **valid**.

The results of the validity test for the research instruments measuring the Employee Loyalty variable yielded calculated r values > table r (0.589; 0.643; 0.464; 0.576; 0.755; 0.628; 0.657; 0.527; 0.722; 0.721, and 0.659 > 0.361), meaning that all 11 research instruments are suitable for use and are deemed **valid**.

b. Reliability Test

According to Suliyanto (2018), a reliability test of an instrument indicates the tool's ability to produce reliable measurement results. The reliability test yielded a Cronbach's alpha value of 0.81 to 1.00, indicating high reliability (Ghozali & Kusumadewi, 2023).

The results of the reliability test for the research variables yielded Cronbach's alpha values of 0.864 for Employee Productivity (Y); 0.882 for Work Ethic (X1); Work Ethics (X2) at 0.882, and Employee Loyalty (X3) at 0.865. Since the Cronbach's alpha values are all greater than 0.80, it can be concluded that the variables in this study are deemed "highly reliable" for repeated testing over time.

2. Tests of Classical Assumptions

Tests of classical assumptions aim to ensure that the obtained regression equation is accurate, unbiased, and consistent. The tests of classical assumptions in this study are the normality test, the multicollinearity test, and the heteroscedasticity test.

1) Normality Test

The normality test aims to determine whether the residual variables of the regression model follow a normal distribution (Ghozali & Kusumadewi, 2023). Standardized residuals are normally distributed if the calculated chi-square value is less than the critical chi-square value or if the significance level is greater than alpha (0.05). The results of the normality test in this study, using the one-sample Kolmogorov-Smirnov test, are shown in the table below:

Table 1. Results of the Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Standardized Residual
N		77
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,98006444
Most Extreme Differences	Absolute	,045
	Positive	,043
	Negative	-,045
Test Statistic		,045
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed using SPSS 25, 2026

Based on Table 18 above, it can be seen that the significance value (Asymp. Sig., 2-tailed) is 0.200. This indicates that the value is greater than the specified alpha level of 0.05, so it can be concluded that the data as a whole follows a normal distribution.

2) Multicollinearity Test

To determine the presence or absence of multicollinearity, one can examine the Variance Inflation Factor (VIF) and the tolerance (TOL) values. An independent regression model is considered free of multicollinearity if it has a VIF value < 10 and a tolerance value > 0.1 . Conversely, if the VIF value exceeds 10, it can be said that there is multicollinearity in the

regression model (Ghozali & Kusumadewi, 2023). The results of the multicollinearity test for this study are shown in the table below

Table 2. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	18,856	1,612		11,698	,000		
	Work Ethos	,111	,028	,225	3,395	,000	,951	1,051
	Work Ethics	,257	,021	,778	12,300	,000	,964	1,038
	Employee Loyalty	,121	,028	,275	4,373	,000	,972	1,029

a. Dependent Variable: Employee_Produktivitas

Source: Data processed using SPSS 25, 2026

Based on the table 2, it can be explained that the variables Work Ethos, Work Ethics, and Employee Loyalty obtained tolerance values of 0.951, 0.964, and 0.972, respectively, meaning that the tolerance values are greater than 0.10. Meanwhile, the VIF values for each variable are 1.051; 1.038; and 1.029, meaning that $VIF < 1.0$. Therefore, it can be concluded that the variables Work Ethos, Work Ethics, and Employee Loyalty do not exhibit multicollinearity.

3) Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance among the residuals from one observation to another in the regression model (Ghozali, 2018)(Ghozali, 2018). Heteroscedasticity can be detected through a scatterplot, where the points are randomly scattered without forming a specific pattern, and their distribution appears both above and below zero on the Y-axis. The results of the heteroscedasticity test using the graphical approach can be seen in the table below :

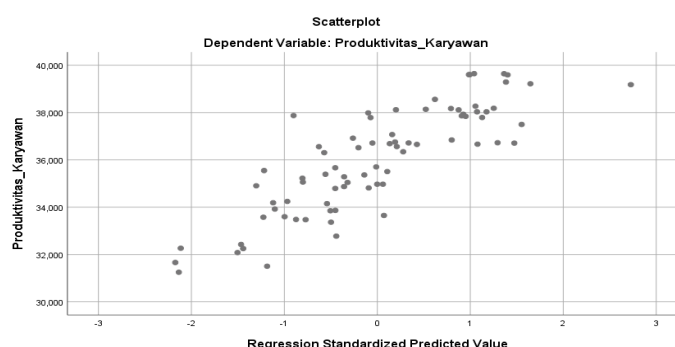


Figure 3. Scatterplot of the Heteroscedasticity Test

Based on Figure 7 above, it can be observed that the data points are randomly scattered on both sides of the Y-axis, leading to the conclusion that there is no heteroscedasticity in the regression model.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis aims to predict the magnitude of the relationship using independent variables whose values are already known. In multiple linear regression, the dependent variable is influenced by two or more independent variables, establishing a functional relationship between the dependent variable (Y) and the independent variables (X1, X2, X3, etc.).

The results of the multiple linear regression analysis in this study are presented in the following table:

Table 3. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,856	1,612		11,698	,000
	Work Ethos	,111	,028	,225	3,395	,000
	Work Ethics	,257	,021	,778	12,300	,000
	Employee Loyalty	,121	,028	,275	4,373	,000

a. Dependent Variable: Employee Produktivty

Source: Data processed using SPSS 25, 2026

Based on the table 3 above, the constant value (a) can be seen in the β column, which is 34.955, while the coefficient for Work Ethos (β_1) is 0.111; the coefficient for Work Ethics (β_2) is 0.257; and the coefficient for Employee Loyalty (β_3) is 0.121. When substituted into the equation, it is as follows:

$$\hat{Y} = 18.856 + 0.111 X_1 + 0.257 X_2 + 0.121 X_3$$

From the multiple linear regression equation (X_1, X_2, X_3 on Y), the following can be explained:

- The constant of 18.856 means that if Work Ethos (X_1), Work Ethics (X_2), and Employee Loyalty (X_3) are zero, then Employee Productivity is 18.856
- The regression coefficient for the Work Ethic variable (X_1) has a positive value of 0.111 with respect to Work Productivity (Y), meaning that if Work Ethic increases by 1—assuming all other variables remain constant—then Employee Productivity increases by 0.111; in other words, the higher the Work Ethic, the greater the increase in Employee Productivity.
- The regression coefficient for the Work Ethics variable (X_2) is positive with respect to Work Productivity (Y) at 0.257. This means that if Work Ethics increases by 1, assuming all other variables remain constant, Employee Productivity increases by 0.257. It can be concluded that the higher the Work Ethics, the greater the increase in Employee Productivity.
- The regression coefficient for the Employee Loyalty variable (X_3) is positive for Work Productivity (Y) at 0.121, meaning that if Employee Loyalty increases by 1 while holding other variables constant, Employee Productivity increases by 0.121. It can be concluded that the higher the Employee Loyalty, the greater the increase in Employee Productivity

4. Hypothesis Testing

1) t-Test

The t-test is used to test the significance of the relationship between the independent and dependent variables (Ghozali & Kusumadewi, 2023). The calculated t-value is used to determine whether the independent variable has a significant effect on the dependent variable or not. The results of the t-test can be seen in the following table:

Table 4. Results of the t-Test (Partial Test)

Coefficients ^a	
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,856	1,612		11,698	,000
	Work Ethos	,111	,028	,225	3,395	,000
	Work Ethics	,257	,021	,778	12,300	,000
	Employee Loyalty	,121	,028	,275	4,373	,000

a. Dependent Variable: Employee_Produktivitiy

Source: Data processed using SPSS 25, 2026

Based on table 4 above, the results of the t-test can be explained as follows:

- a) The results of the t-test for the Work Ethos variable on Employee Productivity show that the $t_{count} > t_{table}$ ($3.395 > 1.666$) and the significance level is $0.000 \leq 0.05$, meaning Hypothesis 1 is “accepted.” It is concluded that Work Ethos has a positive effect on Work Productivity in the Sofa Industry in Tarub Subdistrict, Tegal Regency.
- b) The results of the t-test for the Work Ethics variable on Employee Productivity show that the $t_{count} > t_{table}$ ($12.300 > 1.666$) and the significance level is $0.000 \leq 0.05$, meaning Hypothesis 2 is “accepted.” It is concluded that work ethic has a positive effect on employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency.
- c) The results of the t-test for the relationship between Employee Loyalty on Employee Productivity showed a $t_{count} > t_{table}$ ($4.373 > 1.666$) and a significance level of $0.000 \leq 0.05$. It was concluded that Employee Loyalty has a positive effect on Work Productivity in the Sofa Industry in Tarub Subdistrict, Tegal Regency

2) F-Test(Simultaneous Test)

The F-test (simultaneous test) is a statistical test used to determine whether all independent variables collectively (simultaneously) have a significant effect on the dependent variable (Ghozali, 2018). The F-test is conducted by comparing the F-count with the critical F-table. The number of respondents was 77 ($n = 77$), and the number of independent variables was 3 ($k = 3$). The degrees of freedom (df) were calculated as $n-k-1$, or $77-3-1$, which equals 73, with a table F_{table} of 2.730. The criterion for the F-test is that $F_{count} > F_{table}$ meaning the hypothesis is proven; therefore, H_0 is rejected and Hypothesis 4 is accepted when tested simultaneously.

The results of the F-test (simultaneous) for this study can be seen in the following table :

Table 5. Results of the F-Test (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268,817	3	89,606	62,113	,000 ^b
	Residual	105,312	73	1,443		
	Total	374,129	76			

a. Dependent Variable: Employee_Produktivitiy

b. Predictors: (Constant), Employee Loyalty, Work Ethics, Work Ethos

Source: Primary Data Analyzed Using SPSS 25, 2026

Based on Table 22 above, the calculated F-value is 62.113, which means $F_{count} > F_{table}$ ($62.113 > 2.730$) with a significance level of $0.000 \leq 0.05$, meaning Hypothesis 4 is “accepted.”

Therefore, it can be concluded that Work Ethos, Work Ethics, and Employee Loyalty have a simultaneous influence on Employee Productivity in the Sofa Industry in Tarub Subdistrict, Tegal Regency, Central Java.

3) Coefficient of Determination Test

According to Sugiyono (2019), the coefficient of determination (R^2) is a tool to measure the extent to which a model can explain the relationship between independent variables and the dependent variable. To measure the relationship between independent variables and the dependent variable, the formula $KD = R^2 \times 100\%$ is used. The results of the coefficient of determination test using SPSS 25 are as follows:

Table 6. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,848 ^a	,719	,707	1.201094

a. Predictors: (Constant), Employee Loyalty, Work Ethics, Work Ethos

Source: Data processed using SPSS 25, 2026

Based on Table 23 above, it can be explained that the R-squared coefficient is 0.793, and the coefficient of determination is calculated as follows: $CD = R^2 \times 100\% = 0.707 \times 100\% = 70.7\%$. Therefore, it can be concluded that the combined contribution of Work Ethos, Work Ethics, and Employee Loyalty to Employee Productivity is 70.7%, while the remaining 29.2% is influenced by factors not examined in this study.

DISCUSSION

1. The Effect of Work Ethos on Employee Productivity

The findings indicate that the Work Ethos variable has a positive effect on Employee Productivity, as evidenced by a $t_{count} > t_{table}$ ($3.395 > 1.666$) and a significance level of $0.000 \leq 0.05$, meaning Hypothesis 1 is “accepted.” This indicates that employees who demonstrate strong dedication to optimally completing their tasks—a manifestation of a high work ethos—are capable of influencing an increase in employee productivity. Conversely, when employees’ work ethic is low, it leads to a decrease in the productivity levels of employees in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java.

The findings of this study are consistent with the theory Ikram et al, (2023) that work ethos is the distinctive behavior of a community or organization, encompassing the driving motivations, key characteristics, underlying spirit, fundamental mindset, code of ethics, moral code, code of conduct, attitudes, aspirations, beliefs, principles, and standards (Ikram et al., 2023) Thus, the term work ethic refers to an individual’s fundamental attitude toward their work. A high work ethos means that the individual holds a high fundamental attitude toward their work. Work ethic is defined as a mental attitude that reflects honesty and sincerity, as well as a sense of responsibility to improve productivity (Hasibuan, 2017).

The findings of this study indicate that employees in the sofa industry in Tarub Subdistrict, Tegal Regency, generally possess a fairly strong work ethos, as evidenced by their enthusiasm for work and their ability to produce sofas that meet the standards set by the business owners. Employees remain committed to completing their work, even though they often fall behind the set order deadlines. However, their work ethos is still considered relatively low, as evidenced by employees arriving late (Piura et al., 2024), working slowly (Siburian, 2025)—resulting in wasted time—and wasting a significant amount of materials used to make sofas. Consequently, sofa

production output at the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java has not yet seen a significant increase. The results of several studies show work ethos influences employee productivity at the Amandraya Subdistrict Office in South Nias Regency (Laia, 2022). found that work ethos has a significant effect on work productivity. A strong work ethos will encourage employees to always give their best effort in every task (Sondakh et al., 2024). Work ethos has a partial effect on employee productivity at Perum Damri's Lampung Branch (Mila Rosanti et al., 2023). Work ethos impacts employee productivity at PT. Pelindo (Persero). Work ethos is a set of positive behaviors rooted in fundamental beliefs, accompanied by a total commitment to an integrated work paradigm (Siburian, 2025). Work ethos influences the performance of PT. PLN Up. 3 Rantauprepat (Laylani et al., 2023).

Managerial Implications

Sofa business owners in Tarub Subdistrict, Tegal Regency, Central Java need to encourage an improved work ethos among employees through discipline on the job, time efficiency, and a sense of responsibility toward work targets in the sofa industry in Tarub Subdistrict, Tegal Regency. To improve their employees' work ethos, business owners need to implement several strategic steps, including setting a personal example of discipline, providing rewards or incentives to employees who meet sofa production targets quickly and with high quality, and offering training and development in sofa and furniture production so that employees can produce sofas of higher quality, innovate easily, and complete their work on time.

2. The Effect of Work Ethic on Employee Productivity

The findings indicate that work ethic has a positive effect on employee productivity, as evidenced by a $t_{\text{count}} > t_{\text{table}}$ ($12.300 > 1.666$) and a significance level of $0.000 \leq 0.05$, meaning Hypothesis 2 is "accepted." This indicates that employees with high work ethics are always disciplined, fully responsible, and proactive, which can have a positive impact on productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java.

This study aligns with Sunyoto's (2025) theory that work ethics teaches the importance of dedication to one's work, punctuality, the quality of work output, and a professional attitude when facing challenges or conflicts (Sunyoto, 2025). They will also uphold the principle of honesty by not wasting work time or engaging in corrupt practices. Work ethics is the formulation of the application of ethical values applicable in the workplace, with the aim of regulating the conduct of employees' activities to achieve maximum levels of efficiency and productivity.

The findings of this study indicate that employees in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java, demonstrate fairly good work ethics. Employees are familiar with their respective job duties, so they work without waiting for instructions, are willing to put in extra effort when orders increase, and are proactive in collaborating with their teams. However, this does not necessarily translate into a significant monthly increase in sofa production. The low level of education among employees in the sofa industry in Tarub Subdistrict, Tegal Regency, is evident in the lack of innovation and the presence of employees who are irresponsible when making mistakes in sofa production, as well as low morale, which leads to a tendency to easily switch jobs to other places.

The results of several studies show, Work ethics influence the productivity of employees at the Population and Civil Registry Office of Pidie Regency (Maitriani & Novita, 2021); work ethics have a significant influence on work productivity (Hazizah & Aslami, 2022). When employees are committed to existing work ethics, their work productivity will be effective and

efficient. Employees will strive to the best of their ability to take responsibility for the tasks entrusted to them. Work skills have a significant influence on work productivity. The work skills possessed by employees can support them in completing their tasks.

This study contradicts the research by Julianti et al. (2025) the results of the study indicate that work ethics do not influence employee productivity. Employees at the ARFA Frozen Food Factory in Pekanbaru do not adhere to ethical principles in all aspects of their work; however, their work ethics do not have a significant impact on employee productivity (Julianti et al., 2025).

Managerial Implications

The owner of a sofa business in Tarub Village, Tegal Regency, Central Java needs to implement a code of conduct within the company so that employees adhere to its values and norms, thereby maintaining high ethical standards while working. There are still employees with low levels of education in the sofa industry in Tarub Subdistrict, Tegal Regency, and work ethics have not yet been fully implemented. To improve work ethics, sofa business owners in Tarub Subdistrict, Tegal Regency, Central Java, set an example by upholding ethics and fostering a sense of mutual trust and respect. Effectively managing employees' work time—balancing work hours with breaks—to enhance time efficiency. Sofa business owners in Tarub Subdistrict, Tegal Regency, Central Java, assign appropriate responsibilities to employees regarding the timely completion of tasks and ensuring sofa quality meets established standards. High work ethics in employees reflect that employees are more disciplined, dedicated and make a positive contribution to productivity and encourage employee responsibility in completing their tasks (Wahidah et al., 2024).

3. The Effect of Employee Loyalty on Employee Productivity

The findings indicate that employee loyalty has a positive effect on employee productivity, as evidenced by a $t_{\text{count}} > t_{\text{table}}$ ($4.373 > 1.666$) and a significance level of $0.000 \leq 0.05$, meaning Hypothesis 3 is “accepted.” This indicates that employees who demonstrate commitment at work and possess a moral sense of responsibility toward their duties—specifically, those with high loyalty—have a positive impact on employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java.

The results of this study align with Widhiastuti's (2012) theory that loyalty serves as a measure to determine whether an employee has a strong commitment to the company or not. Employee loyalty refers to an employee's willingness to remain with the company where they work (Kristin & Umi, 2021). Employee loyalty in performing their duties is essential, as high levels of loyalty can improve employee performance, which ultimately leads to increased company profitability (Onsardi & Fintahiasari, 2022).

The findings of this study indicate that many employees remain in the Sofa Industry in Tarub Subdistrict, Tegal Regency, Central Java. Although employees stay primarily to meet their basic living needs, they still fulfill their responsibilities in their work. Employee attendance rates are quite good, as they are aware that absences result in deductions from their wages. Employees in the Sofa Industry in Tarub Subdistrict, Tegal Regency, are still able to collaborate with their colleagues to meet sofa production targets. However, their loyalty stems from a sense of necessity driven by the need to meet basic needs, making it highly likely they would switch jobs if offered a position with a higher salary. The results of several studies show that job loyalty and job satisfaction have a positive effect on human resource productivity (Dwipayana et al., 2023). significant simultaneous effect of the variables job loyalty and job satisfaction on human resource

productivity; indicates that job loyalty influences employee work productivity (Demas Hafiyyan et al., 2023), and that employee loyalty has a positive effect on employee work productivity (Kartini & Pratama, 2023). Loyal employees are more willing to offer suggestions, collaborate with coworkers, and take the initiative to improve their performance, which in turn boosts overall productivity. The results of several studies indicate that employee loyalty has a positive impact on work productivity at Perumda Air Minum Tirta Randik Musi Banyuasin. Loyalty plays a crucial role in the operation of a company; in other words, if a company can build and maintain high levels of loyalty, this is expected to have a significant impact on productivity (Piura/Plura 2024).

Managerial Implications

The owner of a sofa business in Tarub Village, Tegal Regency, Central Java, can increase employee loyalty—and thereby boost sofa production—by raising salaries or offering production-based incentives. Employees' commitment to the sofa business in Tarub Village, Tegal Regency, is largely driven by the need to meet their basic living expenses. Consequently, when employees receive job offers with higher compensation or salaries, they are likely to leave. High turnover can lead to a decline in sofa production. However, if the wages and incentives they receive are sufficient to meet their needs, their loyalty will increase. Building effective communication by understanding employees' circumstances demonstrates the business owner's empathy toward them. This relationship can make employees feel valued, appreciated, and part of the business, thereby motivating them to work harder.

4. The Effect of Work Ethos, Work Ethics, and Employee Loyalty on Employee Productivity

The findings indicate that work ethos, work ethics, and employee loyalty have a simultaneous influence on employee productivity, as evidenced by $F_{\text{count}} > F_{\text{table}}$ ($62.113 > 2.730$) and a significance level of $0.000 \leq 0.05$, meaning Hypothesis 4 is "accepted." This indicates that employees with a strong work ethos possess the enthusiasm and morale to achieve high levels of productivity. Employees who adhere to work ethics—including norms, values, and rules—while working, demonstrate honesty, respect for colleagues, and a sense of responsibility, thereby enhancing their productivity. Employees' emotional attachment is a form of loyalty that fosters a sense of ownership and encourages them to work to their full potential, thereby driving increased productivity. These three variables are interrelated in influencing employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java.

The findings of this study are consistent with theories of work ethos, work ethic, employee loyalty, and employee productivity. Work ethics is a set of values and principles that govern an individual's behavior in the workplace. Work ethics emphasizes the importance of dedication to work, punctuality, the quality of work output, work attitude, and responsibility in completing tasks (Sunyoto, 2025a). Employee loyalty is defined as an employee's commitment to the organization's success and the belief that this organization is their best choice. High loyalty can enhance employee performance and productivity, ultimately contributing to a company's profitability (Onsardi & Fintahiasari, 2022). Loyalty is not merely defined as loyalty to the company but is also reflected in an employee's ability to contribute maximally to their work. The level of employee loyalty can influence the quality and productivity of their work (Yulianus et al., 2025). Work productivity is the ratio of an employee's work output to the effort expended. In an ideal organization, activities or tasks are carried out collectively; thus, in completing each work sequence, employees are required to cooperate, work together, and remain engaged. There is harmony and coherence in the

execution of work activities, and the work system fosters a conducive environment (Tsauri, 2023). One factor that can enhance work productivity is the work ethic upheld by all employees. Other factors influencing labor productivity include education, work motivation, work discipline, skills, work attitude and ethics, nutrition and health, income level, work environment, technology, production facilities, social security, management, and opportunities for achievement (Qomariah, 2020). Work ethic refers to an attitude that fosters a respect for work and a commitment to improving productivity (Hasibuan, 2017).

The findings of this study indicate that employees in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java, possess a fairly strong work ethos, as evidenced by their enthusiasm for working to complete tasks quickly. Although the majority of employees in the sofa industry in Tarub Subdistrict, Tegal Regency, have a low level of education, they still uphold values, norms, and honesty in their work by showing mutual respect for their coworkers. Employees remain in the sofa industry in Tarub Subdistrict, Tegal Regency, to collectively advance the sofa business in order to meet their needs. This phenomenon is identified as a factor capable of driving increased employee productivity in the sofa industry in Tarub Subdistrict, Tegal Regency.

Managerial Implications

Owners of sofa manufacturing businesses in Tarub Subdistrict, Tegal Regency, can implement rules—such as requiring employees to complete tasks promptly to meet sofa production targets in terms of both quality and quantity—to boost productivity based on output and quality. They should also promote work ethics (discipline, norms, moral values, and honesty) to maintain a conducive and harmonious work environment that supports increased sofa production. To boost loyalty, provide employees with a secure livelihood, including fair/adequate wages and performance- and quality-based incentives.

CONCLUSION

Although production in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java, has not yet increased significantly, the work ethos of employees remains generally strong, as evidenced by their commitment to taking responsibility for completing their tasks. Employees in the sofa industry in Tarub Subdistrict, Tegal Regency, Central Java, still maintain good work ethics, as evidenced by their honesty on the job, their understanding of their duties, their ability to work without waiting for instructions, their willingness to go the extra mile when orders increase, and their proactivity in collaborating with the team to achieve higher employee productivity. The low level of education among employees in the sofa industry in Tarub Subdistrict, Tegal Regency, is evident in the lack of innovation and creativity, which has hindered the achievement of high monthly sofa production. Employee loyalty is generally quite good; although the primary reason for staying in the sofa industry in Tarub Subdistrict, Tegal Regency, is to meet their basic living needs, they still take their work responsibilities seriously. Another factor is reflected in the relatively high employee attendance rate, as they are aware that absences result in deductions from their wages. However, their loyalty stems from a sense of necessity driven by the need to meet their basic needs, making it highly likely they would switch jobs if offered a position with a higher salary.

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