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The Effect Of Work Stress And Work Ethic On Employee Performance By Providing Incentives As An Intervening Variable In The Public Works And Spatial Planning Office Of Asahan Regency

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Abstract

Work stress and work ethic are important factors that affect employee performance, especially in a competitive work environment. This study aims to find out and analyze the influence of work stress and work ethic on employee performance with incentives as an intervening variable in the Public Works and Spatial Planning Office of Asahan Regency. The research uses a causal associative quantitative approach with the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS). The sample used was 145 employees with a saturated sample technique. The results showed that work stress had a negative influence on employee performance, with a T-statistical value of 1.027 < 1.96 and a P-value of 0.306 > 0.05. On the contrary, work ethic has a positive and significant influence on employee performance, with a T-statistical value of 3.371 > 1.96 and a P-value of 0.001 < 0.05. Incentives have also proven to have a significant effect on employee performance, with a T-statistical value of 12.108 > 1.96 and a P-value of 0.000 < 0.05. However, incentives were unable to mediate the effect between work stress and employee performance, as shown by the T-statistical value of 1.692 < 1.96 and the P-value of 0.093 > 0.05. On the contrary, incentives were able to mediate the influence of work ethic on employee performance significantly, with a T-statistical value of 11.565 > 1.96 and a P-value of 0.000 < 0.05. These results provide insight that the right incentive management strategy can strengthen the positive influence of work ethic on employee performance, while work stress management needs to be optimized to minimize its negative impact on performance.

Keywords:

Work Stress, Work Ethic, Incentives, Employee Performance

INTRODUCTION

In the context of modern organizations, including government institutions such as the Public Works and Spatial Planning Office of Asahan Regency, effective human resource management is the key to achieving optimal performance. Incentives, as one of the motivational tools, play an important role in motivating

employees and increasing their productivity (Nani & Vinahapsari, 2020). Incentives can be in the form of financial awards, bonuses, or other forms of recognition designed to spur employee morale (Perkasa & Harahap, 2023). The use of appropriate incentives is expected to improve employee performance by encouraging them to achieve the targets and standards that have been set.

Incentives function as a very important motivational tool, helping to spur employee enthusiasm and productivity (Rozi, 2019). Incentives can be in the form of financial rewards, bonuses, or other forms of recognition designed to encourage employees to work harder and achieve predetermined targets. The use of appropriate and strategic incentives not only improves individual performance but also improves team dynamics, increases job satisfaction, and creates a positive organizational culture. When employees feel valued and recognized for their efforts, they tend to be more motivated to give their best performance, which ultimately contributes to the achievement of organizational goals and increases overall effectiveness in carrying out their functions and responsibilities (Utarindasari & Silitonga, 2021).

Literature Review

Incentive

Incentives are a form of rewards or rewards given to individuals as encouragement to improve their motivation and work performance (Thata, 2020). Incentives can take many forms, such as financial bonuses, benefits, non-financial awards, or other forms of recognition. The main purpose of providing incentives is to motivate employees or team members to achieve better results, meet set targets, or improve their performance (Astuti et al., 2022). By providing the right incentives, organizations hope to increase productivity and achieve their strategic goals.

Incentive Indicators

According to Siagian in (Thata, 2020), the indicators for providing incentives include the following aspects which are the indicators in this study:

1. Performance Suitability
2. Total Working Time
3. Seniority
4. Justice
5. Feasibility

However, the impact of incentives on employee performance does not always run smoothly. One of the factors that may affect the effectiveness of incentives is the level of work stress experienced by employees. Work stress, which arises from high workloads, time pressures, and interpersonal issues in the workplace, can affect how employees respond to the incentives given. High stress

can decrease motivation and concentration, thereby reducing the positive impact of incentives on performance.

Work Stress

Work stress refers to the pressure or tension experienced by employees due to job demands that exceed their ability to cope (Suryani & Yoga, 2018). Factors that cause work stress include excessive workload, tight deadlines, interpersonal conflicts, and unrealistic expectations. High stress can reduce productivity, work quality, and employees' physical and mental well-being (Anggraini et al., 2023). In other words, prolonged stress can lead to fatigue, decreased concentration, and health problems, which ultimately negatively impacts their performance at work.

Work stress is a psychological and physical condition experienced by a person due to pressure and demands from the work environment that exceed their ability to cope (Mangkunegara (2017), 2021). This pressure can come from a variety of sources, such as excessive workload, tight deadlines, conflicts with coworkers, or unrealistic job demands. Work stress is often characterized by feelings of anxiety, fatigue, and an inability to focus, which can affect overall well-being (Handoko, 2020). The factors that cause work stress can vary from high workloads, lack of social support, to uncertainty regarding the future of work. Excessive workloads and tight deadlines can lead to feelings of mental distress and distress (Issalillah & Wahyuni, 2021). The inability to cope with stress can lead to a decrease in motivation and concentration, thereby reducing effectiveness in completing assigned tasks (Valendra et al., 2020).

Work Stress Indicators

According to Mangkunegara (2021), the indicators of work sters, namely:

1. Overload.
2. Pressure or Time Push
3. Poor Supervision Quality

In the study on "The Effect of Incentives on Employee Performance Through Work Stress as an Intervening Variable", work stress acts as an intervening variable that mediates the relationship between incentives and employee performance. This means that the incentives employees receive can affect the level of stress they feel, which in turn affects their performance. Adequate incentives can reduce stress by increasing motivation and job satisfaction, while incentives that are considered unfair or insufficient can exacerbate stress and lower performance.

Work Ethic

Work ethic is the attitude, value, and principle that individuals have in carrying out their duties and responsibilities in the workplace (Dolonseda &

Watung, 2020). Employees with a good work ethic tend to have strong discipline, high responsibility, honesty, and dedication in carrying out their work (Sani, 2019). This attitude is reflected in hard work, the desire to achieve optimal results, and maintaining integrity in every action. A positive work ethic is not only beneficial for individuals, but also has a great influence on productivity and the overall work environment of the organization. Work ethic is an attitude and value that is reflected in a person's dedication, responsibility, and commitment to their duties and work (Nurjayanti, 2021). It involves discipline, perseverance, and a sense of responsibility in completing tasks to the best of their ability. A person with a high work ethic tends to have a strong motivation to achieve the best results, not only because of the demands of the job but also because of a sense of pride and personal satisfaction (Syiva et al., 2023).

Work Ethic Indicators

According to Nurjayanti (2021) work ethic indicators:

1. Appreciate time
2. Tough and unyielding
3. Desire to be independent
4. Self-adjustment

Performance

Employee performance refers to the extent to which an employee can carry out his duties and responsibilities effectively and efficiently in the work environment (Afandi, 2018). This performance is often measured based on the achievement of work deliverables, which includes both the quality and quantity of work completed. Employee performance involves not only how well they meet the set targets and standards, but also how they use the resources available to achieve those goals (Tumanggor & Girsang, 2021).

Performance Indicators

According to Afandi (2018) the performance indicators are as follows:

1. Quantity of Work
2. Quality of Work
3. Efficiency in Carrying Out Tasks
4. Work Discipline
5. Initiative
6. Accuracy
7. Leadership
8. Honesty
9. Creativeness

The following conceptual framework:

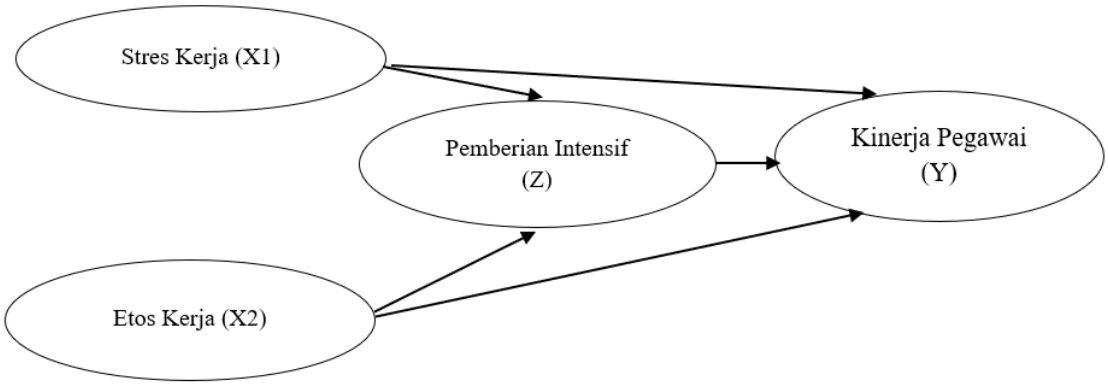

Figure 1. Conceptual Framework

RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the Public Works and Spatial Planning Office of Asahan Regency**.** The time of this research was carried out from March to May 2024.

According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is all employees at the Public Works and Spatial Planning Office of Asahan Regency which totals 145 people with the following details:

Table 1. Number of Population

No.	Status	Number (Person)
1.	ASN	69
2.	Honorary	76
	Sum	145

According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this study, because the number of the population is relatively small, the sampling technique used is a saturated sample technique,

which involves all respondents to be a sample, meaning that the sample to be used is 145 employees.

The data used in this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the outer model test in order to obtain an outer loading value that meets the requirements of validity and reliability. Testing the structural model (Inner model) which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of bound variables.

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of a path coeficients test to test how the direct influence of each independent variable individually on the bound variable as well as the indirect influence of the intervening variable in influencing the independent variable on the bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the t-value criterion of the table is 1.96 with a significance level of 5%.

RESULTS AND DISCUSSION

Results

Outer Model *Analysis*

The outer *model* test in this study uses algorithm analysis in *SmartPLS software version 3.0,* in order to obtain *outer loading* values that meet *the validity and reliability requirements.*

Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an

indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. ***Outer Loading***

Indicators	*Outer Loading*	Information
Work Stress (x1)		
ST1	0,949	Valid
ST2	0,968	Valid
ST3	0,940	Valid
Work Ethic (x2)		
ETO1	0,852	Valid
ETO2	0,813	Valid
ETO3	0,931	Valid
ETO4	0,875	Valid
Incentives (Z)		
INS1	0,851	Valid
INS2	0,850	Valid
INS3	0,839	Valid
INS4	0,779	Valid
INS5	0,885	Valid
Employee Performance(Y)		
KP1	0,891	Valid
KP2	0,892	Valid
KP3	0,774	Valid
KP4	0,784	Valid
KP5	0,851	Valid
KP6	0,823	Valid
KP7	0,826	Valid
KP8	0,855	Valid
KP9	0,879	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60. According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a loading *factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

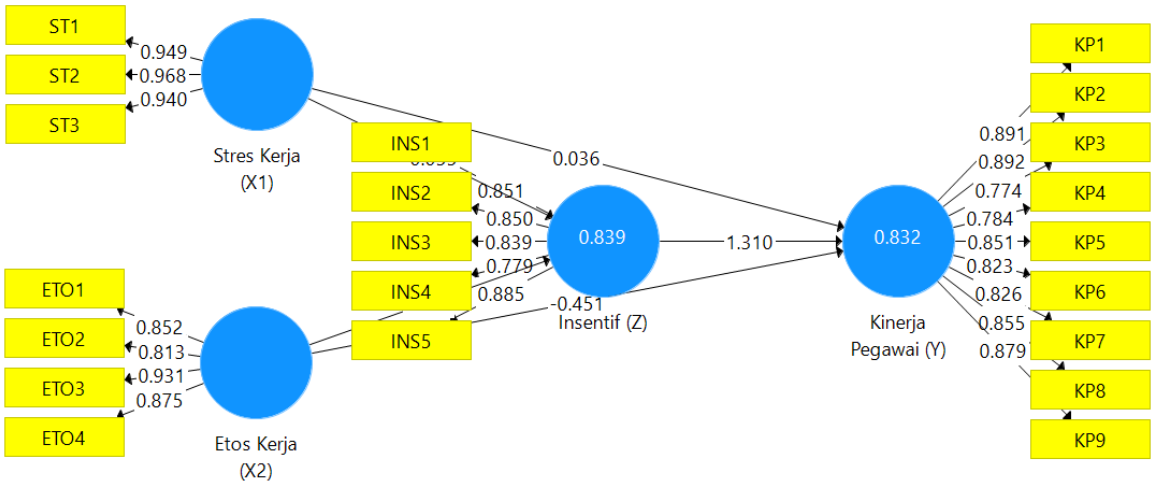

Figure 2. Outer Model Test Results

Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 3. *Discriminant Validity*

Variable Indicators	Work Stress (x1)	Work Ethic (x2)	Employee Performance (Y)	Incentives (Z)
ETO1	-0,073	**0,852**	0,639	0,779
ETO2	-0,033	**0,813**	0,592	0,687
ETO3	-0,184	**0,931**	0,699	0,874
ETO4	0,051	**0,875**	0,655	0,826
INS1	-0,171	0,647	0,835	**0,851**
INS2	-0,157	0,794	0,654	**0,850**
INS3	-0,151	0,647	0,811	**0,839**
INS4	-0,070	0,746	0,630	**0,779**
INS5	0,033	0,808	0,725	**0,885**
KP1	-0,151	0,647	**0,891**	0,839
KP2	-0,148	0,657	**0,892**	0,780
KP3	-0,208	0,504	**0,774**	0,612
KP4	0,014	0,706	**0,784**	0,828
KP5	0,078	0,668	**0,851**	0,755

Variable Indicators	Work Stress (x1)	Work Ethic (x2)	Employee Performance (Y)	Incentives (Z)
KP6	-0,123	0,431	**0,823**	0,599
KP7	0,022	0,464	**0,826**	0,610
KP8	-0,171	0,647	**0,855**	0,851
KP9	0,017	0,744	**0,879**	0,815
ST1	**0,949**	-0,104	-0,107	-0,130
ST2	**0,968**	-0,016	-0,055	-0,074
ST3	**0,940**	-0,059	-0,077	-0,121

Source: Output Smart PLS, 2024

Based on table 3, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable of work stress and work ethic shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading indicator of the incentive variable shows that the value *of the cross loading* indicator is greater than the other latent variables, *Cross loading* Employee performance also shows a greater cross loading indicator value than the latent variable cross loading. Based on this data, it can be stated discriminatively *that* the cross loading *results* are considered valid.

Composite reliability *test results*

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. ***Construct Reliability and Validity***

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Work Stress (x1)	0,950	0,967	0,907
Work Ethic (x2)	0,891	0,925	0,755

Incentives (Z)	0,896	0,924	0,708
Employee Performance (Y)	0,949	0,957	0,710

Source: *Smart PLS Output*, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Incentives (Z)	0,839	0,837
Employee Performance (Y)	0,832	0,829

Source: *Output Smart PLS*, 2024

Based on table 5, it is known that the R square Adjusted value of the incentive variable is 0.837 or 83.70%, which means that the influence of work stress and work ethic on incentives is in the high category, meaning that the more work stress and work ethic increase, the more incentives will increase. Meanwhile, the R Square value on the Incentive variable is 0.839 or 83.90%, which means that the influence of work stress and work ethic on Incentives is 83.90.% and the remaining 16.10% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the employee performance variable is 0.829 or 82.90% which means that work stress and work ethic affect employee performance by 82.90% or in the high category which means that if work stress and work ethic increase, employee performance will increase. Furthermore, the R square value of the

Employee Performance variable is 0.832 or 83.20%, which means that work stress and work ethic affect employee performance by 83.20%, while the remaining 16.80% is influenced by other variables that have not been studied.

Goodness of Fit *Test Results*

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is > SRMR and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0,111	0,111
d_ULS	2,829	2,829
d_G	1.533	1.533
Chi-Square	675.632	675.632
NFI	0.643	0.643

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is 0.643 > 0.111 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. ***Path Coefficients***

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Work Ethic (X2) -> Incentives (Z)	0,911	0,912	0,016	58,194	0,000	**Accepted**
Work Ethic (X2) -> Employee Performance (Y)	-0,451	-0,480	0,134	3,371	0,001	**Accepted**
Incentive (Z) -> Employee Performance (Y)	1,310	1,334	0,108	12,108	0,000	**Accepted**
Work Stress (X1) -> Incentive (Z)	-0,055	-0,048	0,032	1,717	0,088	**Accepted**
Work Stress (X1) -> Employee Performance (Y)	0,036	0,034	0,035	1,027	0,306	**Accepted**

Source: Output Smart PLS, 2024

Based on the data in Table 7, it can be stated that work stress has a negative and significant effect on employee performance. This can be seen from the T-statistical value of 1.027 < 1.96 with a P-Value of 0.306 > 0.05. This means that if work stress is increased, employee performance will decrease. Meanwhile, the influence of work ethic on employee performance was obtained with a T-statistic value of 3.3711 > 1.96 and a P-value of 0.001 < 0.03 which means that work morale has a positive and significant effect on employee performance.

Furthermore, on the effect of work stress on incentives, the T-Statistical value data was obtained 1.717 < 1.96 with a P-Value of 0.088 > 0.05 so that it can be stated that work stress has a negative and significant effect on employee incentives at the Public Works and Spatial Planning Office of Asahan Regency. Meanwhile, the influence of work ethic on incentives was obtained from the results of work ethic had a positive and significant effect on incentives because the T-statistical value of 58.194 > 1.96 and the p-value of 0.000 < 0.02. This can be interpreted that if the work ethic is improved, the quality of employee work will increase significantly.

To answer the sixth and seventh hypotheses, it is seen by looking at the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Work Stress (X1) -> Incentives (Z) -> Employee Performance (Y)	-0,072	-0,063	0,043	1,692	0,093	**Rejected**
Work Ethic (X2) -> Incentives (Z) -> Employee Performance (Y)	1,193	1,216	0,103	11,565	0,000	**Accepted**

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that incentives are not able to intervene in the effect of work stress on employee performance. This can be seen from the results of the T-Statistical value of 1.692 < 1.96 with a P-Value of 0.093 > 0.05. However, the relationship between work ethic and employee performance through incentives was obtained with a T-statistical value of 11.565 > 1.96 and a P-value of 0.000 < 0.05 which shows that incentives are able to intervene in the influence of work ethic on employee performance. These results provide insight into how the incentive intermediary variable is able to intervene in the relationship between work ethic and employee performance at the Asahan Regency Public Works and Spatial Planning Office.

Discussion

This study shows that work stress has a negative influence on employee performance with a T-statistical value of 1.027 and a P-value of 0.306. In line with research (Aprilia et al., 2022) although this relationship is not statistically significant, this negative trend suggests that increased work stress can reduce employee performance. This is in line with the theory that high work pressure can lead to burnout, lack of focus, and decreased work motivation. To overcome the impact of work stress, the Public Works and Spatial Planning Office of Asahan Regency needs to implement stress management strategies, such as stress coping training or workload resetting.

Work ethic was proven to have a positive and significant influence on employee performance, with a T-statistic of 3.371 and a P-value of 0.001. These results indicate that employees with a high work ethic, such as strong responsibility,

perseverance, and a desire to be independent, are better able to achieve optimal work results in line with research (Saragih & Siagian, 2020). Therefore, the Agency can prioritize work ethic development training and reward employees with a good work ethic to increase productivity.

Incentives have a positive and significant influence on employee performance, with a T-statistic of 12,108 and a P-value of 0.000. This influence shows that providing the right incentives can significantly increase employee motivation and productivity. In this case, the Service needs to ensure that incentives are given fairly and transparently, both in the form of financial and non-financial incentives, to increase employee morale.

The results showed that work stress had a negative relationship with incentives, with a T-statistic of 1.717 and a P-value of 0.088. Although this relationship is not significant, the negative direction indicates that work stress can reduce the effectiveness of incentives in motivating employees. Therefore, organizations need to create a more conducive work environment to reduce work stress, so that employees can respond better to incentives.

Work ethic showed a very significant positive influence on incentives, with a T-statistic of 58.194 and a P-value of 0.000. These results show that employees with a high work ethic are more motivated by the incentives provided. The agency can improve its response to incentives by promoting a work culture that rewards initiative and hard work.

Incentives were proven to be able to intervene in the relationship between work ethic and employee performance, with a T-statistic of 11,565 and a P-value of 0.000. However, incentives did not succeed in intervening in the relationship between work stress and employee performance, with a T-statistic of 1.692 and a P-value of 0.093. This indicates that a strong work ethic, combined with effective incentives, can significantly improve employee performance. On the contrary, work stress remains a hindering factor even though incentives have been given.

Based on these findings, the Public Works and Spatial Planning Office of Asahan Regency should focus on reducing work stress through work-life balance programs and workload management. In addition, work ethic needs to be improved through motivational training and reward programs. Incentive strategies must be designed with employee needs in mind, so that incentives can maximize their impact in improving organizational performance and productivity.

Conclusion

1. Work stress has a negative but not significant effect on employee performance, as shown by the T-statistical value of 1.027 < 1.96 with a P-value of 0.306 > 0.05. This shows that the increase in work stress does not have a significant impact on the decline in employee performance.
2. Work ethic had a positive and significant effect on employee performance, with a T-statistical value of 3.371 > 1.96 and a P-value of 0.001 < 0.05. This means that improving work ethic can encourage significant improvement in employee performance.
3. Work stress had a negative but not significant effect on incentives, with a T-statistical value of 1.717 < 1.96 and a P-value of 0.088 > 0.05. This indicates that higher work stress does not have a significant impact on decreasing the effectiveness of incentives received by employees.
4. Work ethic has a positive and significant effect on incentives, as shown by the T-statistical value of 58.194 > 1.96 with a P-value of 0.000 < 0.05. This means that a higher work ethic significantly drives the effectiveness of incentives to improve employee performance.
5. Incentives have a positive and significant influence on employee performance, with a T-statistical value of 12.108 > 1.96 and a P-value of 0.000 < 0.05. This shows that providing the right incentives can significantly improve employee performance.
6. Incentives are unable to intervene in the effect of work stress on employee performance, as shown by the T-statistical value of 1.692 < 1.96 with a P-value of 0.093 > 0.05. This means that while work stress can affect employee performance, incentives do not have a significant mediating effect on the relationship.
7. Incentives were able to significantly intervene in the influence of work ethic on employee performance, with a T-statistical value of 11.565 > 1.96 and a P-value of 0.000 < 0.05. These results show that a high work ethic, through the provision of incentives, can significantly improve employee performance at the Asahan Regency Public Works and Spatial Planning Office.

Suggestion

1. Managing work stress: Organizations need to reduce factors that cause work stress, such as overworkload or time pressure, to create a more conducive work environment and increase employee productivity.
2. Improve work ethic: Training programs, rewards, and work culture reinforcement that support values such as discipline, responsibility, and perseverance should be improved to encourage a positive work ethic among employees.

3. Optimize the provision of incentives: Incentives should be tailored to employee contributions and performance. Fair and targeted incentives can significantly improve work motivation and performance.
4. Integrate work ethic with incentives: A combination of improved work ethic and effective incentives should be the focus of an organization's strategy to support the achievement of better employee performance.

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