

The Role of Motivation, Ethics and Satisfaction on Performance (A Study in Kragilan Subdistrict, Serang Regency)

Ratu yeti darmayanti^{1)*}, Rigwan²⁾, Masoca Hezra Pramana³⁾, Sholeh Hidayat⁴⁾, Dian Wirtadipura⁵⁾,

¹²³⁴⁵ University Primagraha, Serang, Banten, Indonesia
e-mail: research082018@gmail.com

Article Information

Submit: 07-03-2026

Revised: 25-05-2026

Accepted: 28-05-2026

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja, etos kerja, dan kepuasan kerja terhadap kinerja pegawai pada Kantor Kecamatan Kragilan Kabupaten Serang. Penelitian ini menggunakan pendekatan kuantitatif dengan desain *ex post facto*. Data penelitian dikumpulkan melalui penyebaran kuesioner kepada seluruh pegawai yang berjumlah 60 orang dengan menggunakan teknik sampling jenuh. Data dianalisis menggunakan analisis regresi linier berganda dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa motivasi kerja, etos kerja, dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Di antara ketiga variabel tersebut, kepuasan kerja memiliki pengaruh yang paling dominan terhadap kinerja pegawai. Secara simultan, ketiga variabel tersebut memberikan kontribusi yang signifikan dalam menjelaskan variasi kinerja pegawai. Temuan penelitian ini menunjukkan bahwa peningkatan kinerja pegawai dalam organisasi sektor publik dapat dicapai melalui peningkatan motivasi kerja, penguatan etos kerja, serta peningkatan kepuasan kerja pegawai. Penelitian ini memberikan kontribusi empiris bagi pengembangan manajemen sumber daya manusia, khususnya dalam meningkatkan kinerja pegawai pada organisasi pemerintahan.

Kata kunci: Etos, Motivasi, Kepuasan, Kinerja

Abstract

This study aims to analyze the effect of work motivation, work ethic, and job satisfaction on employee performance at the Kragilan District Office, Serang Regency. This research employed a quantitative approach with an ex post facto design. Data were collected through questionnaires distributed to all employees, totaling 60 respondents, using a census sampling technique. The data were analyzed using multiple linear regression with the assistance of SPSS software. The results show that work motivation, work ethic, and job satisfaction have a positive and significant effect on employee performance. Among these variables, job satisfaction has the most dominant effect on employee performance. Simultaneously, the three variables significantly contribute to explaining variations in employee performance. The findings indicate that improving employee performance in public sector organizations can be achieved through enhancing work motivation, strengthening work ethic, and increasing job satisfaction. This study contributes empirically to the development of human resource management, particularly in improving employee performance in government institutions.

Keywords: Ethic, Motivation, Satisfaction, Performance

INTRODUCTION

An organization's ability to accomplish its goals is largely dependent on the performance of its workforce. In the context of public organizations, employee performance is not only related to work productivity, but also to the quality of service provided to the community. Employee performance reflects the level of achievement of work performed by individuals in accordance with the duties and responsibilities assigned by the organization (Alkadri, 2024) (Novianti, N., et al, 2023). High-performing workers are able to do tasks quickly and effectively and contribute positively to the organization's overall success. In human resource management, employee performance is influenced by various factors, both individual and organizational. Psychological factors such as work motivation, work ethics, and job satisfaction are often important determinants in determining employee performance levels (Novianti, N., et al, 2023) (Shodiq, M. J., et al, 2025). Work motivation is an internal or external drive that encourages individuals to perform a job

enthusiastically to achieve organizational goals (Siagian, C., 2024). Workers that are highly motivated at work typically put more effort into doing their jobs, which results in higher performance. Work ethics are a significant factor that affects employee performance and the organization's overall success in addition to work motivation. Work ethic reflects an individual's mental attitude and values towards their work. Individuals with a strong work ethic typically demonstrate discipline, responsibility, hard work, and a strong commitment to their work (Safitri, I. et al, 2025). These values can encourage individuals to work optimally, thereby improving organizational performance. Job happiness is another element that is crucial to raising employee performance. Job satisfaction is an emotional condition that describes a person's feelings towards their work (Hasibuan, 2017). Employees who are satisfied with their work tend to have a positive attitude towards the organization, high loyalty, and better work productivity. Conversely, employees who are dissatisfied with their work have the potential to show low performance, high absenteeism, and low commitment to the organization. The phenomenon of employee performance issues also occurs at the Kragilan Subdistrict Office in Serang Regency. Initial field observations revealed a few signs of a deterioration in worker performance, including tardiness, inefficient use of working hours, and lack of discipline in finishing assignments. In addition, there were employees who left work before the end of working hours and did not show sufficient responsibility for the tasks assigned to them. These conditions indicate that employee performance is still not optimal and requires attention from the organization. These performance issues are thought to be influenced by several internal factors, such as low work motivation, a lack of work ethics, and suboptimal job satisfaction. The pre-survey results show that some employees do not have strong motivation to carry out their duties. This can be seen from the employees' lack of enthusiasm for work and lack of initiative to improve the quality of their work. In addition, the work ethic of employees is also not yet optimal, as reflected in low discipline and responsibility towards work. Another factor that also affects employee performance is job satisfaction, where some employees feel dissatisfied with their working conditions, whether related to workload, work facilities, or the existing work environment.

Previous studies have shown that work motivation, work ethic, and job satisfaction have an influence on employee performance. Research (Osman, I. R., & Rosidin, 2024) found that work motivation and work ethic have a positive effect on employee performance in government agencies. Research (Jumady, E., et al, 2022) also shows that work ethic and job satisfaction have a significant influence on employee performance. In addition, research by (Riyanto, S., et al, 2021) (Sabrina, R., & Ikhsan, 2023) shows that work motivation and job satisfaction simultaneously have a significant effect on employee performance. However, there are still differences in research results regarding the role of these variables on employee performance. Some studies show that work motivation has a dominant influence on employee performance, while others show that job satisfaction is a more decisive factor in improving employee performance (Syah et al., 2026) (Astuti et al., 2025) (Pratama, et al, 2024). These differences in findings indicate a research gap that needs to be further explored, particularly in the context of public sector organizations at the local government level.

Based on these phenomena and research gaps, this study is important to analyze the role of work motivation, work ethic, and job satisfaction on employee performance at the Kragilan Subdistrict Office in Serang Regency. This study is expected to contribute to the development of human resource management studies, particularly those related to factors that influence employee performance in the public sector. Based on this background, the research questions in this study are: Does work motivation affect employee performance? Does work ethics affect employee performance? Does job satisfaction affect employee performance? Do work motivation, work ethic, and job satisfaction simultaneously affect employee performance?

RESEARCH METHOD

This study utilizes a quantitative approach with an ex post facto research design. The quantitative approach is employed because this study aims to examine the relationship and influence between variables through statistical analysis (Lim, 2025) (Kotronoulas et al., 2023). The ex post facto method was used because the variables studied had already occurred previously and the researcher did not manipulate these variables but only observed and analysed the relationship between variables based on data obtained in the field. This study focused on analysing the role of work motivation, work ethics, and job satisfaction on employee performance at the Kragilan Subdistrict Office in Serang Regency.

Data collection in this study was conducted using several techniques, namely: Questionnaires were used as the main instrument for collecting data from respondents. Each research variable's indicators were used to build the questionnaire's questions. A Likert scale of five points for strongly agree, four points for agree, three points for disagree, two points for severely disagree, and one point for very disagree was used in the questionnaire (Kotronoulas et al., 2023). Observation was conducted to obtain a direct picture of the working conditions of employees and phenomena related to the research variables at the Kragilan Sub-District Office in Serang Regency. Documentation Study The documentation study was conducted by collecting secondary data related to organizational structure, number of employees, and other information relevant to the research. Sample and Population Every employee in the Kragilan Subdistrict Office in Serang Regency made up the study's population. 60 employees make up the study's population. Saturation sampling, often known as census sampling, is a sampling strategy that uses every member of the community as a study sample. As a result, the study's sample size is 60 respondents, all of whom work in Serang Regency's Kragilan Subdistrict Office.

This study uses one dependent variable and three independent variables. 1. Dependent Variable Employee Performance (Y) Employee performance is the level of achievement of employees in carrying out the tasks and responsibilities assigned by the organisation. Employee performance is measured using several indicators, namely: Work enthusiasm; Self-development; Work attitude; Work process. 2. Independent Variables, a. Work Motivation (X1) Work motivation is an internal or external drive that influences individuals to work optimally in achieving organisational goals. Work motivation indicators include Salary; Work relationships; Recognition or appreciation; Achievement. b. Work Ethic (X2) Work ethic is a mental attitude that reflects work values such as discipline, responsibility, and commitment to work. Work ethic indicators include Hard work; Honesty; Responsibility; Diligence and perseverance. c. Job Satisfaction (X3) Job satisfaction is an individual's positive feelings towards their work, which are influenced by various aspects of the job. Job satisfaction indicators include Salary; Working environment; Interaction with colleagues; Fair compensation.

The Statistical Package for the Social Sciences (SPSS) 28 program was used to analyse the data. The following stages of data analysis were employed: 1. Test of validity to ascertain if each questionnaire item could reliably assess the research variables, a validity test was carried out. Pearson Product Moment correlation was used for the validity test; an item was deemed legitimate if the computed r value was greater than r table. 2. Test of Reliability The consistency of the research instrument in measuring the study variables was assessed using the reliability test. Cronbach's Alpha was used for the reliability test; if Cronbach's Alpha value was more than 0.70, the instrument was deemed reliable. 3. The Test of Classical Assumptions Regression analysis was preceded by traditional assumption testing, which comprised: To find out if the residual data was regularly distributed, use the normality test. To find out if there was a correlation between independent variables, use the multicollinearity test. To find out if the regression model has residual variance inequality, use the heteroscedasticity test. 4. Analysis of Multiple Linear Regression The impact of independent variables on dependent variables was ascertained using

multiple linear regression analysis. This study's regression model was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation:

Y = Employee Performance

a = Constant

b1, b2, b3 = Regression Coefficients

X1 = Work Motivation

X2 = Work Ethic

X3 = Job Satisfaction

e = Error Term

5. The t-test, a partial test, is used in hypothesis testing to ascertain the partial impact of each independent variable on the dependent variable. To ascertain the overall impact of independent factors on the dependent variable, use the F-test (simultaneous test). To ascertain the degree to which independent factors can account for the dependent variable, use the coefficient of determination (R²).

RESEARCH RESULTS AND DISCUSSION

Results

This study, Descriptive Statistics of Respondents, involved 60 respondents who were all employees at the Kragilan Subdistrict Office in Serang Regency. The respondents in this study had diverse characteristics based on age, length of service, and job position at the agency. Respondent data was collected through the distribution of questionnaires that had been compiled based on the research variable indicators. The use of saturated sampling techniques allowed the entire population of employees to be included as research respondents so that the research results could describe the organizational conditions more comprehensively. Descriptive Analysis of Research Variables was used to obtain an overview of the respondents' perceptions of the research variables, which consisted of motivation, ethics, satisfaction, and performance.

Table 1. Descriptive Statistics of Research Variables

Variable	Mean Score	Category
Work Motivation	4.02	High
Work Ethic	3.95	High
Job Satisfaction	4.10	High
Employee Performance	4.05	High

Based on Table 1, all research variables are in the high category. This shows that, in general, employees at the Kragilan Subdistrict Office have relatively good levels of work motivation, work ethic, job satisfaction, and performance. High work motivation indicates that employees have a strong drive to carry out their duties. In addition, a high work ethic is reflected in the discipline, responsibility, and commitment of employees to their work. High job satisfaction also indicates that employees are reasonably satisfied with their working conditions, working relationships, and compensation system. In this study, the impact of independent variables on dependent variables was ascertained using multiple linear regression analysis.

Table 2. Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.221	.297		2.096	.924
	Work Motivation	.452	.085	.244	4.805	.000
	Work Ethic	.208	.079	.150	2.649	.010
	Work Ethic	.824	.049	.882	16.893	.000

The regression analysis results show that all independent variables have a positive effect on employee performance. Job satisfaction has the greatest effect on employee performance compared to other variables. Regression equation $Y = 3.221 + 0.452X_1 + 0.208X_2 + 0.824X_3$
 Explanation The regression analysis results show that organisational culture, work environment, and training have a positive effect on employee job satisfaction. F test (simultaneous) To determine the combined effect of organisational culture, work environment, and training variables on job satisfaction.

Table 3. F Test Results

Model	Calculated F	Sig
Regression	45.621	0.000

Explanation, the significance value of 0.000 is less than 0.05, so it can be concluded that organisational culture, work environment, and training simultaneously have a significant effect on employee job satisfaction. The coefficient of determination is shown in the following table:

Table 4. Coefficient of Determination

Model	R	R ²
Regression Model	0.926	0.857

The coefficient of determination value shows that 85.7% of employee performance variation can be explained by work motivation, work ethic, and job satisfaction, while the rest is influenced by other factors outside the research model.

Discussion

The results of the study indicate that work motivation, work ethic, and job satisfaction play an important role in improving employee performance in public sector organizations. These findings indicate that psychological factors and employee work behavior are the main determinants in determining organizational performance effectiveness. The research findings show that job satisfaction is the most dominant factor influencing employee performance. This indicates that employees' emotional state towards their work plays an important role in determining their productivity and work quality. Employees who are satisfied with their work tend to have a positive work attitude, high loyalty, and stronger commitment to the organization. These findings are in line with the theory of job satisfaction, which states that job satisfaction is an emotional condition that reflects a person's feelings towards their work (Kotronoulas et al., 2023). Employees who are satisfied with their jobs will be more motivated to work optimally, thereby improving organizational performance. In addition to job satisfaction, work motivation has also been proven to have a significant influence on employee performance. This shows that the internal and external

drives of employees can affect the level of effort they put into completing their work. Employees with high work motivation tend to show greater enthusiasm, focus more on organizational goals, and be more responsible in carrying out their duties. These findings are in line with the work motivation theory proposed by (Jasiński & Derbis, 2023), which states that motivation is the force that drives a person to exert maximum effort in achieving organizational goals. Previous studies have also shown that work motivation has a positive influence on employee performance (Osman, I. R., & Rosidin, 2024) (Kusumawati & Wahyuni, 2019) (Maryati & Fernando, 2018). Furthermore, work ethics have also been proven to have an influence on employee performance, although its influence is not as great as job satisfaction. This shows that work values such as discipline, responsibility, and hard work remain important factors in determining employee performance. According to (Udin et al., 2022), work ethics are a mental attitude that reflects a person's commitment to their work. Individuals with a strong work ethic view their work as a moral responsibility, so they will strive to complete their work as well as possible. These findings are also supported by research (Qasim et al., 2022), which shows that work ethics have a significant influence on employee performance in public organizations. Thus, strengthening work ethic values within an organization can be an important strategy for improving employee performance.

The novelty of this research lies in the integration of three main variables, namely work motivation, work ethic, and job satisfaction, in explaining employee performance in sub-district level government organizations. Most previous studies have been conducted in the private sector or business organizations, while this study provides empirical contributions in the context of public sector organizations at the local government level. Furthermore, this study shows that job satisfaction is a dominant factor in influencing employee performance in government organizations, which has important implications for public sector human resource management. These findings indicate that improving the quality of the work environment, fair reward systems, and harmonious working relationships can be important strategies in improving employee performance in government agencies.

CONCLUSION

This research aims to analyse the role of work motivation, work ethic, and job satisfaction on employee performance at the Kragilan Subdistrict Office in Serang Regency. Based on the results of the data analysis, it can be concluded that work motivation, work ethic, and job satisfaction have a positive and significant influence on employee performance. The research findings show that job satisfaction is the most dominant factor influencing employee performance, followed by work motivation and work ethic. This indicates that the psychological condition of employees towards their work, such as their level of satisfaction with the work environment, work relationships, and reward systems, plays an important role in improving the quality of employee performance. Simultaneously, work motivation, work ethic, and job satisfaction contribute strongly to explaining variations in employee performance. This shows that improving employee performance in public sector organizations is not only influenced by one factor but is the result of a combination of various interrelated psychological and behavioral factors. From a theoretical perspective, this study contributes to enriching human resource management studies, particularly in understanding the role of work motivation, work ethic, and job satisfaction in improving employee performance in public sector organizations. This study also provides empirical evidence that job satisfaction can be a major determinant in improving employee performance in local government agencies.

However, this study has several limitations. First, this study was only conducted in one government agency, so the results cannot be generalized to other public sector organizations. Second, the limited number of respondents may affect the level of generalization of the study results. Third, this study only used three independent variables, while there are still various other

factors that could potentially affect employee performance, such as leadership style, organizational culture, work environment, and organizational commitment. Based on these limitations, further research is recommended to expand the research object to various government agencies or other public sector organizations so that the results of the study can have a broader level of generalization. Subsequent studies could also add other relevant variables, such as leadership, organizational culture, and work environment, to make the research model more comprehensive. In addition, the use of a mixed methods approach could also be considered to gain a deeper understanding of the factors that influence employee performance in public sector organizations. Thus, this study is expected to provide practical contributions to government agencies in designing more effective human resource management policies to improve employee performance and the quality of public services.

RECOMMENDATIONS

Based on the results of the research conducted, several recommendations can be made as follows. Practical Recommendations: For the Kragilan Subdistrict Office in Serang Regency, the results of this study indicate that work motivation, work ethic, and job satisfaction play an important role in improving employee performance. Therefore, the organization is advised to continue to improve employee motivation through fair rewards, career development opportunities, and the creation of a conducive working environment. These efforts are expected to increase employee morale and commitment in carrying out their duties and responsibilities. In addition, the organization also needs to strengthen a work culture that emphasizes work ethic values such as discipline, responsibility, and hard work. Strengthening work ethics can be done through discipline training, increased work supervision, and setting a good example from the organization's leaders. Furthermore, improving employee satisfaction should also be a key focus for organizations. This can be achieved by creating a comfortable working environment, improving the organization's internal communication system, and ensuring fairness in the provision of compensation and rewards to employees. With increased job satisfaction, it is hoped that employee performance will also improve optimally.

For future researchers Recommendations for Future Research This study still has several limitations, opening opportunities for further research. Future studies are recommended to expand the research object to various government agencies or other public sector organizations so that the research results can have a broader level of generalization. In addition, future studies can add other variables that have the potential to affect employee performance, such as leadership style, organizational culture, work environment, and organizational commitment. The addition of these variables is expected to provide a more comprehensive picture of the factors that influence employee performance. Future research can also use a more diverse methodological approach, such as a mixed methods approach, combining quantitative and qualitative methods to provide a deeper understanding of the dynamics of employee performance in public sector organizations. With more extensive and comprehensive follow-up research, it is hoped that studies on factors affecting employee performance can continue to develop and make a greater contribution to the development of human resource management science and the improvement of public sector organizational performance.

REFERENCES

- Alkadri, H. (2024). Pentingnya motivasi kerja dalam meningkatkan kinerja karyawan. *Jurnal Niara*, 17(2), 478-488.
- Astuti, D., Prahawan, W., & Imron, A. (2025). Effect of perceived organizational support and intrinsic motivation on employee performance with organizational citizenship behavior as an intervening variable at the regional financial and asset management agency of serang

- city. *Journal of Production, Operations Management and Economics*, 5(1), 93–104. <https://doi.org/10.55529/jpome.51.93.104>
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Jasiński, A. M., & Derbis, R. (2023). Social support at work and job satisfaction among midwives: The mediating role of positive affect and work engagement. *Journal of Advanced Nursing*, 79(1), 149–160. <https://doi.org/https://doi.org/10.1111/jan.15462>
- Jumady, E., Djaharuddin, D., Ampauleng, A., Dahrul, A., & Torano, K. M. (2022). Pengaruh Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Perpustakaan Dan Kearsipan Provinsi Sulawesi Selatan. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 9(3), 600-610.
- Kotronoulas, G., Miguel, S., Dowling, M., Fernández-Ortega, P., Colomer-Lahiguera, S., Bağçivan, G., Pape, E., Drury, A., Semple, C., Dieperink, K. B., & Papadopoulou, C. (2023). Celik, M. (2011). A theoretical approach to the job satisfaction. *Polish journal of management studies*, 4, 7-14. *Seminars in Oncology Nursing*, 39(2), 151398. <https://doi.org/https://doi.org/10.1016/j.soncn.2023.151398>
- Kusumawati, D. A., & Wahyuni, P. (2019). The Effect of Training to Employee Performance With Motivation as A Mediation in Lembaga Pendidikan Perkebunan (LPP) Yogyakarta. *Journal of Applied Philosophical Management and Innovation*, 1(2), 52. <https://doi.org/10.26805/japmai.v1i2.31>
- Lim, Weng Marc. (2025). What Is Quantitative Research? An Overview and Guidelines. *Australasian Marketing Journal*, 33(3), 325–348. <https://doi.org/10.1177/14413582241264622>
- Maryati, T., & Fernando, A. (2018). Peran Organizational Citizenship Behaviour (Ocb) Dalam Memediasi Pengaruh Motivasi Intrinsik Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Cinemaxx Branch Lippo Plaza Yogyakarta. *Jurnal Bisnis Teori Dan Implementasi*, 9(2), 2085–7721.
- Novianti, N., Widia, E., & Heryadi, H. (2023). Determinasi lingkungan kerja, motivasi, dan insentif terhadap kinerja melalui kepuasan kerja pegawai puskesmas di Kota Tanjungpinang. *Jurnal Dimensi*, 12(3), 771-785.
- Osman, I. R., & Rosidin, A. A. (2024). Pengaruh Motivasi Dan Etos Kerja Terhadap Kinerja Karyawan Pemerintahan Kecamatan Johar Baru Jakarta Pusat. *IKRAITH-EKONOMIKA*, 7(1), 45-55.
- Pratama, K. E. B. ., David, A. . and Imron, A. (2024). Role of organizational culture, motivation and kaizen to improve employee performance. *Jurnal Mantik*, 8(3), 1396–1406. <https://doi.org/https://doi.org/10.35335/mantik.v8i3.5631>
- Qasim, M., Irshad, M., Majeed, M., & Rizvi, S. T. H. (2022). Examining Impact of Islamic Work Ethic on Task Performance: Mediating Effect of Psychological Capital and a Moderating Role of Ethical Leadership. *Journal of Business Ethics*, 180(1), 283–295. <https://doi.org/10.1007/s10551-021-04916-y>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- Sabrina, R., & Ikhsan, M. H. (2023). The effect of motivation and job satisfaction on employee performance. *Migration Letters*, 20((6)), 554-562.
- Safitri, I. M., Febrianti, A., Wijayanti, N. D., Laia, S., & Yunita, S. (2025). Peran Etos Kerja Dalam Membentuk Profesionalisme Dan Integritas Di Dunia Kerja. *Musyteri: Jurnal Manajemen, Akuntansi, Dan Ekonomi*, 16(11), 31-40.
- Shodiq, M. J., Putra, J. A., Wardoyo, M., & Wahyuni, S. (2025). Pengaruh Etos Kerja, Motivasi Intrinsik, Dan Kepuasan Kerja Terhadap Kinerja Karyawan. *E-BISNIS: JURNAL*



ILMLAH EKONOMI DAN BISNIS, 18(2), 92-101.

Siagian, C., & D. M. D. M. (2024). Factors Affecting Employee Performance in Manufacturing Companies: Empirical Studies in Batam City. *TIJAB (The International Journal of Applied Business)*, 8(1), 32–44. <https://doi.org/10.20473/tjab.v8.i1.2024.43883>

Syah, E. A. S. D., Sanusi, F., & Imron, A. (2026). The Effect of Work Motivation and Soft Skill Training on Employee Performance through Competence. *Economics and Business Journal (ECBIS)*, 4(2), 395–410. <https://doi.org/10.47353/ecbis.v4i2.292>

Udin, Udin, Dananjoyo, Radyan, Shaikh, Mohsin, & Vio Linarta, Densy. (2022). Islamic Work Ethics, Affective Commitment, and Employee's Performance in Family Business: Testing Their Relationships. *Sage Open*, 12(1), 21582440221085264. <https://doi.org/10.1177/21582440221085263>