



# The Influence Of Organizational Culture And Motivation On The Work Ethics Of Civil Servants At The Regional Inspectorate Of Kubu Raya Regency

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## ABSTRACT

This study aims to identify the influence of Organizational Culture and Motivation on the work ethics of civil servants at the Regional Inspectorate of Kubu Raya Regency. The research employs an associative approach, with a saturated sampling technique. The sample consists of 39 employees working at the Regional Inspectorate of Kubu Raya Regency. Data analysis was conducted using multiple linear regression analysis with SPSS 25 software. The tests performed in this study include validity testing, reliability testing, normality testing, linearity testing, and multicollinearity testing. Hypothesis testing was conducted using the Simultaneous Test (F Test) and Partial Test (T Test). Based on the results of the hypothesis tests, both simultaneously (F test) and partially (T test), it can be concluded that both Organizational Culture and Motivation have a positive and significant influence on work ethics. Moreover, both Organizational Culture and Motivation independently have a positive and significant effect on work ethics.

## INTRODUCTION

The success of an organization is closely linked to the performance of its employees. An organization's objectives are more likely to be achieved effectively when it has qualified and capable human resources. Resources are the source of energy, power, and strength required to generate drive, movement, activities, and actions. Therefore, the performance of an organization heavily depends on the contributions of employees who actively work toward its goals. Employees are not merely passive participants in achieving organizational success, but also the key drivers of that success. The organization's culture, values, atmosphere, and managerial approach all significantly influence the outcomes and achievements of the organization (Layaman & Jumalia, 2018). The Inspectorate serves as an internal oversight body in local government operations. Its primary task is to assist the Regent in overseeing and fostering the implementation of governmental affairs under local jurisdiction, as well as those delegated to regional bodies, resource management, the management of regional-owned enterprises

(BUMD), prevention, and investigation. According to Ministerial Regulation No. 64 of 2007, the District/City Inspectorates are directly accountable to the Regent/Mayor and receive technical administrative guidance from the regional secretariat. The Inspectorate of Kubu Raya District is tasked with monitoring the performance of government affairs in the region and overseeing the governance of villages and local administrative matters. Based on interviews with the Secretary of the Kubu Raya District Inspectorate, it was found that the organization's culture involves practices such as separating old and new documents to prevent disorganization and facilitate easier access when needed. The office maintains a culture of service with politeness, a smile, and a welcoming attitude, ensures cleanliness and orderliness of the work environment, and strives to maintain achievements while improving areas that need development. The Civil Servants (PNS) in the Kubu Raya District Inspectorate have effectively implemented these organizational culture practices. A frequent issue in the Kubu Raya District Inspectorate is employee absenteeism, which has fluctuated. The absenteeism rate increased by 98.34% from 2021 to 2022, but decreased by 22.08% from 2022 to 2023. Interviews with the Secretary of the Inspectorate revealed that employees often take leave, contributing to the high absenteeism rate. A common issue at the office is that many employees forget to mark their attendance because they are working in the field or outside the office. The department has attempted to address this problem by evaluating and adjusting leave requests based on the reasons provided by employees. These attendance issues are closely linked to work ethics. Various factors influence work ethics, particularly Organizational Culture and Motivation.

Organizational culture is a key component of employee empowerment in an organization. A strong organizational culture can significantly influence the behavior and attitudes of its members (Niazi et al., 2019). A positive organizational culture supports employees in improving their performance, while a weak or negative culture can hinder or contradict the organization's goals. In addition to Organizational Culture, Motivation also plays a critical role in shaping employees' work ethics. Employees with high motivation are more likely to work with enthusiasm, discipline, initiative, and a sense of responsibility to work effectively and efficiently. Conversely, employees with low motivation may experience absenteeism, tardiness, complaints, and a lack of regard for the organization (Simanjuntak, 2019, as cited in Saskia et al., 2024). A positive Organizational Culture and strong Motivation will significantly impact employees' work ethics. Work ethics teaches employees to apply core values such as honesty, trust, intelligence, and loyalty in their work. If these values are well understood and practiced, they will drive employee performance. High Organizational Culture, Motivation, and Work ethics contribute to a reduction in absenteeism, as motivated and culturally aligned employees are less likely to absent themselves from their work. This ultimately benefits the growth and progress of the organization or company.

## **LITERATURE REVIEW**

### **Organizational Culture**

According to Busro (2018): "Organizational culture is the shared perception held by members of an organization as a system of values adopted by the members of the organization. This system of values or meanings influences how members work and behave, and enables the distinction of one organization from another."

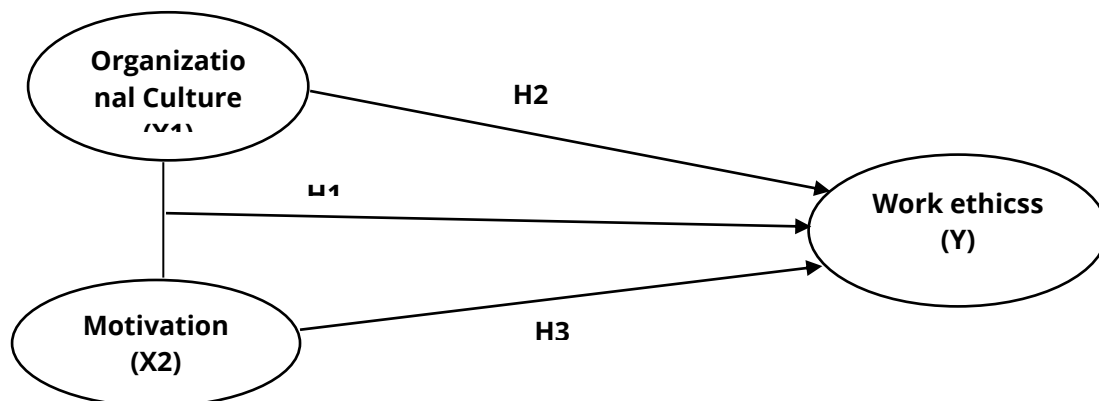
### **Motivation**

Feriyanto & Triana (2015) define work motivation as "a suggestion or impulse that arises either from someone else or from within oneself. An employee who is motivated will be energetic and enthusiastic in performing the tasks given by the company. Conversely, an employee with low motivation often exhibits discomfort and dissatisfaction with their work, leading to poor performance and hindering the achievement of the company's goals."

**Work ethics**

Priansa (2017) explains that "work ethics is a set of understanding and beliefs about values that fundamentally influence life. These values become principles of movement and distinctive ways of expression for a group of people with similar culture and beliefs." The diagram of the conceptual framework in this study can be seen in the figure below:

**Figure 1 Conceptual Framework**



The hypotheses proposed in this study are as follows:

- H1: Organizational Culture and Motivation have an effect on Work ethics.
- H2: Organizational Culture has an effect on Work ethics.
- H3: Motivation has an effect on Work ethics.

**METHODS**

The research method used in this study is associative research. The population in this study consists of all civil servants working at the Regional Inspectorate of Kubu Raya Regency. The sample size for this study includes 39 civil servants from the Regional Inspectorate of Kubu Raya Regency as respondents. The sampling technique used in this study is Saturation Sampling. According to Sugiyono (2019), "Saturation Sampling is a sampling technique where all members of the population are selected as the sample."The data used in this study are primary data, which were collected through interviews and the distribution of questionnaires. The scale used in this study is the Likert scale, and data analysis was conducted using Multiple Linear Regression Analysis with SPSS 25 software. The tests in this study include validity testing, reliability testing, normality testing, linearity testing, multicollinearity testing, as well as correlation and determination coefficient testing. Hypothesis testing includes simultaneous testing (F-test) and partial testing (T-test).

**RESULTS**

**Validity Test**

The validity test is conducted to determine the level of validity of the statement items in the research questionnaire. This test is performed by correlating the scores of each item or question, then comparing the calculated r-value (r hitung) with the r-table value. The r-table value can be obtained using the formula  $df = n \text{ (sample size)} - 2 = 39 - 2 = 37$ . With a significance level of 0.05, the r-table value is 0.316. The results of the validity test for each statement in the variables of Organizational Culture (X1), Motivation (X2), and Work ethics (Y) are presented in Table 1 below:

**Table 1 Validity Test Result**

Research Variable	Indicator	r count	r table	Result
Organizational Culture (X1)	X 1.1	0,410	0,316	Valid
	X 1.2	0,482		
	X 1.3	0,829		
	X 1.4	0,796		
	X 1.5	0,868		
	X 1.6	0,760		
	X 1.7	0,778		
	X 1.8	0,483		
	X 1.9	0,568		
	X 1.10	0,538		
	X 1.11	0,464		
	X 1.12	0,560		
	X 1.13	0,620		
	X 1.14	0,541		
Motivation (X2)	X 2.1	0,754	0,316	Valid
	X 2.2	0,800		
	X 2.3	0,818		
	X 2.4	0,799		
	X 2.5	0,796		
	X 2.6	0,717		
	X 2.7	0,803		
	X 2.8	0,875		
	X 2.9	0,832		
	X 2.10	0,523		
	X 2.11	0,564		
	X 2.12	0,618		
	X 2.13	0,357		
Work ethics (Y)	Y 1.1	0,580	0,316	Valid
	Y 1.2	0,440		
	Y 1.3	0,401		
	Y 1.4	0,815		
	Y 1.5	0,432		
	Y 1.6	0,320		
	Y 1.7	0,549		
	Y 1.8	0,681		
	Y 1.9	0,402		
	Y 1.10	0,580		
	Y 1.11	0,744		
	Y 1.12	0,560		
	Y 1.13	0,620		
	Y 1.14	0,541		
	Y 1.15	0,319		
	Y 1.16	0,704		
	Y 1.17	0,671		
	Y 1.18	0,508		
	Y 1.19	0,495		
	Y 1.20	0,534		

Y 1.21	0,535
Y 1.22	0,713
Y 1.23	0,645
Y 1.24	0,747
Y 1.25	0,553
Y 1.26	0,525
Y 1.27	0,473
Y 1.28	0,674
Y 1.29	0,690
Y 1.30	0,468
Y 1.31	0,529
Y 1.32	0,701
Y 1.33	0,519
Y 1.34	0,526
Y 1.35	0,538

Sumber: Processed Data, 2024

Based on Table 1 above, it can be seen that the results of the validity test for all the research variables—Organizational Culture (X1), Motivation (X2), and Work ethics (Y)—have calculated r-values (r-count) greater than 0.316 ( $r\text{-count} > r\text{-table}$ ). Therefore, it can be concluded that all of the indicators are valid.

### Reliability Test

The reliability test is conducted to assess the consistency of a statement as a measuring instrument. In this study, the reliability test uses the Cronbach's Alpha method, where an item is considered reliable if it has a Cronbach's Alpha value of 0.60 or higher. The results of the reliability test for Organizational Culture (X1), Motivation (X2), and Work ethics (Y) can be seen in Table 2 below:

**Table 2 Reliability Test Result**

Research Variables	Cronbach's Alpha	Result
Organizational Culture (X1)	0,883	Reliable
Motivation (X2)	0,915	
Work ethics (Y)	0,935	

Sumber: Processed Data, 2024

Based on Table 2 above, it can be observed that the Cronbach's Alpha values for the Organizational Culture (X1), Motivation (X2), and Work ethics (Y) variables are greater than 0.60. Therefore, it can be concluded that all measurement items for the Organizational Culture (X1), Motivation (X2), and Work ethics (Y) variables are reliable.

### Normality test

The method used in this study to assess normality is the Kolmogorov-Smirnov test. If the significance value from the Kolmogorov-Smirnov test is greater than 0.05, the normality assumption can be considered valid. The results of the normality test for all the research variables are shown in Table 3 below:

**Table 3 Normality Test Result**

Test	Value
N (Sample)	39
Test Statistic (Kolmogorov-Smirnov Z)	0,129
Asymp.Sig.(2-tailed)	0,99

Sumber: Processed Data, 2024

The results of the normality test in Table 3 above show a significance value of 0.99, which is greater than 0.05. Therefore, it can be concluded that the data distribution is normal.

### Linearity test

The Linearity Test is conducted using the "Test for Linearity" method. The results of the linearity test between the variables Organizational Culture (X1) and Work ethics (Y), as well as Motivation (X2) and Work ethics (Y), can be seen in Table 4 below:

**Table 4 Linearity Test Result**

Variabel PenelitianTest	Linierity Sig	Keterangan
Organizational Culture*Work ethics	0,000	Linier
Motivation*Work ethics	0,000	Linier

Sumber: Processed Data, 2024

Based on the results of the linearity test in Table 4 above, it can be observed that the significance value for Linearity of all research variables is  $0.000 < 0.05$ . Therefore, it can be concluded that the relationship between the variables Organizational Culture (X1), Motivation (X2), and Work ethics (Y) is linear.

### Multicollinearity Test

The purpose of the multicollinearity test is to examine whether the regression model exhibits correlation among the independent variables. Multicollinearity can be assessed by examining the Variance Inflation Factor (VIF) and the tolerance value. Multicollinearity is not considered present if the VIF is less than 10.00 or the tolerance value is greater than 0.10. The results of the multicollinearity test in this study are presented in Table 5 below:

**Table 5 Multicollinearity Test Result**

Research Variables	Tolerance	VIF
Organizational Culture (X1)	0,700	1,000
Motivation (X2)	0,700	1,000

Sumber: Processed Data, 2024

Based on the results of the multicollinearity test in Table 5 above, it can be observed that the tolerance value for the Organizational Culture (X1) and Motivation (X2) variables is 0.700, which is greater than 0.10, and the VIF value for the Organizational Culture (X1) and Motivation (X2) variables is 1.000, which is less than 10.00. Therefore, it can be concluded that no multicollinearity issues exist between the Organizational Culture (X1) and Motivation (X2) variables.

### Multiple Linear Regression Analysis

The results of the multiple regression analysis using SPSS 25 can be seen in Table 6 below:

**Tabel 6 Multiple Linear Regression Analysis Result**

Research Variables	Coefficients	T Statistic	Significance Value
(Constant)	3.381	4.688	.000
Organizational Culture	0.190	3.728	.001
Motivation	0.317	5.119	.003

Dependent Variable: Work ethics

Sumber: Processed Data, 2024

Based on Table 11 above, the multiple linear regression equation is as follows:  $Y = 3.381 + 0.190X_1 + 0.317X_2$ . This regression equation can be explained as follows:

1. The constant (a) is 3.381, which means that if the variables Organizational Culture (X1) and Motivation (X2) are equal to zero, the Work ethics (Y) will be 3.381.
2. The regression coefficient (b1) for the Organizational Culture (X1) variable is 0.190, which means that if the Organizational Culture variable increases by 0.190 units, the Work ethics will increase by 0.190 units.
3. The regression coefficient (b2) for the Motivation (X2) variable is 0.317, which means that if the Motivation variable increases by 0.317 units, the Work ethics will increase by 0.317 units.

**Coefficient Correlation (R) and Coefficient Determination (R<sup>2</sup>)**

The values of the correlation coefficient and the coefficient of determination in this study can be seen in Table 7 below:

**Tabel 7 Coefficient Correlation (R) And Coefficient Determination (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,422 <sup>a</sup>	0,315	0,640	3,58054

a. Predictors: (Constant), Motivation, Organizational Culture

b. Dependent Variable: Work ethics

Sumber: Processed Data, 2024

The correlation coefficient in this study was calculated using the Product Moment method, with an R value of 0.422, indicating a moderate correlation. Meanwhile, the coefficient of determination (R<sup>2</sup>) is 0.315. This means that 31.5% ( $1 \times 0.315 \times 100\%$ ) of the influence on work ethics in this study can be explained by the variables of organizational culture and motivation, while the remaining 68.5% is explained by other variables not included in this study.

**Simultaneous Effect Test (F Test)**

The results of the simultaneous test (F-test) in this study can be seen in Table 8 below:

**Table 8 Simultaneous Effect Test Result**

Model	Sum of Squares	Mean Square	F	Significance Value
Regression	9,183	7,191	10.271	.000 <sup>b</sup>
Residual	12,133	0,337		

Dependent Variable: Work ethicss

Predictors: (Constant), Motivation, Organizational Culture

Sumber: Processed Data, 2024

Based on Table 8 above, it can be seen that the results of the simultaneous test (F-test) show a calculated F-value of 10.271, which is greater than the F-table value of 3.24, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that the

variables of Organizational Culture (X1) and Motivation (X2) simultaneously have a significant effect on Work ethics (Y).

### Partial Effect Test (t test)

The results of the partial test (t-test) in this study can be seen in Table 9 below:

**Tabel 9 Partial Effect Test Result**

Research Variables	Coefficients	T Statistic	Significance Value
(Constant)	3.381	4.688	.000
Budaya Organisasi	0.190	3.728	.001
Motivasi	0.317	5.119	.003
Dependent Variable: Etos Kerja			

Sumber: Processed Data, 2024

Based on Table 9 above, the results of the partial test (t-test) can be explained as follows: The calculated t-value for the Organizational Culture (X1) variable is 3.728, which is greater than the table t-value of 1.684, and the significance value is 0.001, which is less than 0.05. Therefore, it can be concluded that the Organizational Culture (X1) variable has a significant partial effect on Work Ethic (Y). The calculated t-value for the Motivation (X2) variable is 5.119, which is greater than the table t-value of 1.684, and the significance value is 0.003, which is less than 0.05. Hence, it can be concluded that the Motivation (X2) variable has a significant partial effect on Work Ethic (Y).

## DISCUSSION

### The Impact Of Organizational Culture And Motivation On Work Ethic

Based on the results of the hypothesis testing through a simultaneous test (F-test), the calculated F-value is 10.271, which is greater than the table F-value of 3.24, and the significance value is 0.000, which is less than 0.05. This indicates a simultaneous effect of Organizational Culture and Motivation on Work Ethic. The F-test result also shows a positive relationship between the three variables. Therefore, it can be concluded that H1, which posits that Organizational Culture and Motivation have a positive and significant effect on Work Ethic, is accepted.

This finding is in line with the studies conducted by Presentyanto (2014); Ainanur & Tirtayasa (2018); Faridah et al. (2023), which demonstrate that Organizational Culture and Motivation positively influence Work Ethic.

### The Impact Of Organizational Culture On Work Ethic

Based on the results of the hypothesis testing through a partial test (t-test), the calculated t-value for Organizational Culture is 3.728, which is greater than the table t-value of 1.684, and the significance value is 0.001, which is less than 0.05. This indicates a partial effect of Organizational Culture on Work Ethic. The t-test result also shows a positive relationship between these two variables. Therefore, it can be concluded that H2, which posits that Organizational Culture has a positive and significant effect on Work Ethic, is accepted. This finding aligns with the studies conducted by Fahrudin (2020); Ariani et al. (2020); Widiyanti & Albashori (2023), which indicate that Organizational Culture positively influences Work Ethic.

### The Impact Of Motivation On Work Ethic

Based on the results of the hypothesis testing through a partial test (t-test), the calculated t-value for Motivation is 5.119, which is greater than the table t-value of 1.684, and the



significance value is 0.003, which is less than 0.05. This indicates a partial effect of Motivation on Work Ethic. The t-test result also shows a positive relationship between these two variables. Therefore, it can be concluded that H3, which posits that Motivation has a positive and significant effect on Work Ethic, is accepted. This finding is consistent with the research conducted by Hosnawati (2016); Rahmad (2020); Somantri et al. (2024), which demonstrate that Motivation positively affects Work Ethic.

## CONCLUSION

Based on the discussion above, it can be concluded that all statements from each variable in this study have met the criteria for validity and reliability. The results of the hypothesis testing, both partial (t-test) and simultaneous (F-test), indicate that both Organizational Culture and Motivation have a positive and significant impact on Work Ethic, both simultaneously and partially. Therefore, it can be interpreted that the better and more positive the organizational culture is, and the higher the work motivation of an employee, the greater the impact on the work ethic. This, in turn, will enhance the self-confidence and abilities of individual employees in performing their tasks and roles to achieve the goals set by the organization.

## LIMITATION

There are several limitations in this study, including:

1. The limitations of time, budget, and researcher capabilities.
2. Difficulties encountered in distributing questionnaires due to challenges in meeting employees, such as employees being sick or on leave.
3. Challenges in finding prior literature addressing similar topics to this study.

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