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Work Ethic and Human Resources Work Involvement Jasa Raharja North Sumatra's Impact on Public Service Performance

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Abstract. *This study aims to analyze the effect of work ethic on work engagement, the effect of work ethic on public service performance, the effect of work engagement on public service performance, and the mediating role of work engagement in the relationship between work ethic and public service performance among employees of Jasa Raharja North Sumatra. The study is motivated by the importance of improving public service performance through strengthening employees' work behavior, considering the inconsistent findings in previous studies regarding the relationship between work ethics and public service performance. This research employed a quantitative approach using an explanatory research design. The population consisted of all 85 employees of Jasa Raharja North Sumatra, all of whom were selected as respondents using a census sampling technique. Data were collected through a structured questionnaire using a five-point Likert scale. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4.1.1. The results indicate that work ethics has a positive and significant effect on work engagement, work ethic has a positive and significant effect on public service performance, and work engagement has a positive and significant effect on public service performance. Furthermore, work engagement was found to significantly mediate the relationship between work ethics and public service performance. The measurement model evaluation confirmed that all indicators met the required validity and reliability criteria. Healthy competition emerged as the strongest dimension of work ethic, while dedication was identified as the most dominant dimension of work engagement.*

Keywords: *Engagement; Ethic; Performance; Public; Work.*

1. Introduction

Jasa Raharja, a State-Owned Enterprise (SOE) engaged in social insurance, plays a strategic role in providing basic protection to the public, particularly traffic accident victims and public transportation passengers. As a public institution, Jasa Raharja is not only required to achieve financial targets but also to provide public services that are fast, transparent, accountable, and oriented towards public satisfaction. In this context, the quality of human resources (HR) is a key factor in determining the success of service delivery.

The work ethic of state-owned enterprise (SOE) human resources, including within Jasa Raharja, is based on the core values of "AKHLAK" (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), which have been established as the SOE's collective work culture. These values reflect integrity, professionalism, responsibility, and a focus on public service. A work ethic based on AKHLAK values is expected to encourage employees to work with full dedication, not only out of formal obligation but also as a form of public service.

One of the factors related to poor service performance is the Organizational Citizenship Behavior (OCB) factor.(de Geus et al., 2020a). Namely, behavior that likes to help and prioritize others, is highly disciplined, behaves well towards the organization, is kind and polite. According to the Internal Organ (Ardella & Suhana Suhana., 2023)Organizational Citizenship Behavior (OCB) is extra individual behavior that is not directly or explicitly recognized in a formal work system, and which in aggregate is capable of increasing the effectiveness of organizational functions.

Organizational Citizenship Behavior contribute to the organization by increasing the productivity of coworkers(Widarko & Anwarodin, 2022); increased productivity(de Geus et al., 2020b), saving resources owned by management and the organization as a whole(Jiang et al., 2019); improve the organization's ability to adapt to environmental changes(Meynhardt et al., 2020).

The relationship between work ethic and extra-role behavior suggests that the views and values underlying a person's work ethic can influence the extent to which that individual is willing to contribute beyond their routine duties at work.(Putra et al., 2022). Work ethic includes attitudes, dedication, and work-related values, while extra-role behavior involves voluntary actions that are not included in the formal job description, but add value to the organization.(S. Arifin, 2023).

Several previous studies have tended to emphasize the direct relationship between work ethic and public service performance. If someone has a strong work ethic, they are more likely to exhibit extra-role behavior.(Asroti et al., 2022). Individuals with a strong work ethic may be more motivated to help coworkers, take initiative, or engage in activities that enhance organizational performance and well-being. Conversely, if someone has a weak work ethic, they may be less motivated to engage in extra-role behaviors. A low work ethic can result in a lack of initiative, a lack of involvement in additional tasks, and a lack of positive contributions that can enhance organizational effectiveness and sustainability.

The differences in research regarding the role of work ethic in service performance still leave controversial results. The results show that variations in work ethic practices are unable to improve employee performance.(Sapada et al., 2017)This result differs from research that shows the influence of work ethic on the quality of ASN services.(Mangkat et al., 2019).

However, another variable plays a crucial role: work engagement. Work engagement reflects the extent to which employees have energy, commitment, and full concentration in carrying

out their duties. Engaged employees tend to be more enthusiastic, creative, and take the initiative to provide the best service to the public. Therefore, work engagement can be a mediating factor or even a strengthening factor in the relationship between work ethic and public service performance.

Based on this description, research on work ethic and work engagement within Jasa Raharja is relevant. This study's distinction lies in its emphasis on integrating both variables, specifically how a strong work ethic can more effectively improve public service performance when supported by a high level of work engagement. Through this approach, it is hoped that a more comprehensive strategy can be found to optimize Jasa Raharja's human resource performance, thereby enabling it to deliver superior and more competitive public services.

2. Research Methods

The type of research thatusedThis research is an associative type of explanatory research, namely aiming to find out the relationship between two or more variables.(Sugiyono, 2018)This study aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it can ultimately strengthen the theory used as a basis. In this case, it examines the influence of work ethic, work engagement, and public service performance on human resources at Jasa Raharja, North Sumatra. Source The data in this study includes primary and secondary data. Primary data is data that isobtaineddirectly from the object (Widodo, 2017). The primary data of the study includes: work ethic, work involvement, and public service performance of human resources at Jasa Raharja, North Sumatra. Secondary data is availableThis is data obtained from other parties. This data includes statistical dataand references related to this study.

3. Results and Discussion

3.1. Respondent Description

Respondent characteristics provide a general overview of the profile of the individuals who are the subjects of the research. Descriptive analysis of respondent characteristics is a fundamental step in empirical research. In this study, the respondents were human resources.Jasa Raharja North SumatraA total of 85 employees were recruited. The results of the research questionnaire distribution yielded 85 completed and processed questionnaires. The description of the respondents in this case can be presented according to the following respondent characteristics:

1) Gender

The description of the characteristics of the respondents involved in this study can be presented according to gender factors as follows.

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	62	72.9

Woman	23	27.1
Total	**85**	**100.0**

Source: Data processing results, 2026.

Based on gender, respondents were dominated by male employees, amounting to 62 (72.9%), while female respondents numbered 23 (27.1%). This composition indicates that Jasa Raharja North Sumatra's human resources are still dominated by male workers. This dominance may indicate that the characteristics of the organization's work are more filled by male employees, especially in positions that require high mobility, field coordination, and operational activities. From an employee performance perspective, a diverse gender composition can be an organizational asset in creating more effective collaboration, because each individual has complementary characteristics, communication styles, and problem-solving approaches that have the potential to increase organizational productivity.

2) Age

The following is a comprehensive description of the characteristics of respondents, including the age aspect of the respondents.

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
< 30 years	15	17.6
31 - 40 years old	31	36.5
41 - 50 years old	27	31.8
>50 years	12	14.1
Total	**85**	**100.0**

Source: Data processing results, 2026.

In terms of age, the majority of respondents were in the 31–40 years range (31 respondents, 36.5%), followed by the 41–50 years age group (27 respondents, 31.8%), those under 30 years old (15 respondents, 17.6%), and those over 50 years old (14.1%). This distribution indicates that the majority of employees are in the productive age category, which generally has a balance between optimal physical condition and adequate work experience. This condition is a positive indicator for the organization because employees in the productive age group usually have good adaptability to changes in the work environment, technological developments, and demands for increased competence. The dominance of the productive age group is expected to contribute positively to improving employee performance, considering that employees are in a career phase that generally has high motivation to achieve achievements and develop professionalism.

3) Last education

The characteristics of the employees who were respondents in this study can be presented according to the last education factor as follows.

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
SENIOR HIGH SCHOOL	10	11.8

Diploma	17	20.0
Bachelor	53	62.4
Postgraduate Masters	5	5.9
Total	**85**	**100.0**

Source: Data processing results, 2026.

Based on their most recent educational level, the majority of respondents had a Bachelor's degree (53) (62.4%), followed by a Diploma (17) (20.0%), a High School (10) (11.8%), and a Postgraduate (S2) (5.9%). These results indicate that the quality of human resources at Jasa Raharja North Sumatra is relatively good because the majority of employees have higher education. A high level of education reflects better analytical skills, problem-solving capacity, and professional competence in carrying out organizational tasks. In addition, employees with a higher educational background are generally more receptive to innovation, participate in training, and implement organizational policies effectively. Therefore, the educational composition of the respondents is one of the factors that can support the creation of more optimal employee performance by improving the quality of decision-making, work effectiveness, and the ability to solve problems professionally.

4) Years of service

The description of the characteristics of respondents in this study can be presented according to the length of service factor as follows.

Table Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	14	16.5
11 - 20 years	28	32.9
21 - 30 years old	35	41.2
> 30 years	8	9.4
Total	85	100.0

Source: Primary Data Processing Results, 2026.

According to the length of service category, the majority of respondents (35 respondents, 41.2%) had a work period of 21–30 years, followed by 28 (32.9%) with a work period of 11–20 years, 14 (16.5%) with a work period of 0–10 years, and 8 (9.4%) with a work period of >30 years. This distribution indicates that most employees are human resources who have extensive work experience in the organization. A relatively long work period reflects a high accumulation of knowledge, practical experience, and understanding of organizational culture and operational procedures. This experience enables employees to work more effectively and efficiently and are able to solve various work problems with a lower error rate.

Descriptive analysis was conducted to provide an empirical overview of respondents' perceptions of each of the variables studied. Information regarding respondents' tendencies in responding to the indicators used to measure the research variables can be seen through descriptive analysis.

Respondents' assessments in the questionnaire were given on a Likert scale of 1-5, namely: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the score criteria for each group, it can be calculated as follows:(Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Highest score – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the calculations above, the classification of the interpretation of the average value (mean) is divided into three interpretation criteria, namely the low category (score 1.00 - 2.33), the medium category (score 2.34 - 3.66), and the high/good category (score 3.67 - 5.00). The complete calculation results for each indicator are presented below:

Tabel DesResearch Variable Thesis

No	Variables and indicators	Mean	Standard Deviation
1	**Work ethic**	**4.34**	
	a. Efforts made;	4.38	0.86
	b. Healthy competition;	4.36	0.91
	c. Openness;	4.32	0.91
	d. Responsibility.	4.31	0.88
2	**Work engagement**	**4.44**	
	a. Vigor,	4.51	0.67
	b. Dedication (dedication),	4.44	0.68
	c. Absorption in work.	4.38	0.66
3	**Public Service Performance**	**4.46**	
	a. Reliability.	4.54	0.73
	b. Responsiveness.	4.44	0.62
	c. Assurance.	4.46	0.62
	d. Attention (Empathy).	4.48	0.66
	e. Tangible.	4.40	0.66

Based on the report of the results of the data description in the table above, the data description for each variable can be presented as follows:

5) Work Ethic Variable (X1)

The work ethic variable obtained an average value (mean) of 4.34, thus it is included in the high category. This result indicates that Jasa Raharja North Sumatra employees have a good work ethic in carrying out their duties and responsibilities. This high average value indicates that the majority of employees demonstrate a strong commitment to their work, have a

willingness to provide the best work results, and strive to carry out their work professionally in accordance with organizational demands. This condition reflects that the work culture that has developed within the organization has been able to encourage the formation of positive work behaviors.

The indicator with the highest average score was effort, with a mean of 4.38. This finding indicates that employees demonstrate a high level of commitment to completing their work, strive to make their best contribution, and persevere when faced with challenges. This high level of employee effort is a crucial asset for organizations in increasing productivity and strengthening the sustainable achievement of organizational goals.

Conversely, the indicator with the lowest average score was responsibility, with a mean of 4.31. This result indicates that employees have implemented the responsibility aspect well, but compared to other dimensions, there is still room for improvement. Organizations need to continue strengthening a culture of accountability, work ownership, and consistency in task completion to optimize the quality of employee responsibility.

6) Work Engagement Variable (Y1)

The work engagement variable obtained an average score of 4.44, placing it in the high category. These results indicate that employees have a strong psychological attachment to their work. Employees not only carry out their duties as a formal obligation but also demonstrate enthusiasm, dedication, and emotional involvement in every work activity. High levels of work engagement reflect a sense of belonging to the organization, encouraging employees to make the best possible contribution to achieving established targets.

The indicator with the highest average score was vigor, at 4.51. This indicates that employees possess high work energy, are enthusiastic about carrying out their duties, and are able to maintain motivation when faced with work pressure. High work morale is a crucial asset for an organization because it can increase employee productivity, creativity, and resilience in facing various work challenges.

Meanwhile, the indicator with the lowest average score was absorption in work, with a mean of 4.38. Although this score is relatively lower than other indicators, this result still indicates that employees are able to concentrate and focus when carrying out their work. Organizations still have an opportunity to increase employee engagement levels by creating a more conducive work environment, providing engaging work challenges, and developing work systems that can increase employee focus and comfort.

7) Public Service Performance Variable (Y2)

In line with the previous variable, vThe Public Service Performance variable obtained an average score of 4.46, thus falling into the high category. This finding indicates that Jasa Raharja North Sumatra employees have generally been able to carry out their work well in accordance with organizational standards. This high level of performance reflects that

employees are able to provide services effectively, complete work on time, maintain the quality of work results, and demonstrate professionalism in carrying out their responsibilities.

The indicator with the highest average score was reliability, with a score of 4.54. This result indicates that employees are considered to have excellent abilities in carrying out their work consistently, accurately, and reliably. High reliability is a key indicator that an organization has human resources capable of delivering work results in accordance with expectations and applicable operational standards.

On the other hand, the indicator with the lowest average score was tangible, with a score of 4.40. These results indicate that aspects related to supporting facilities, appearance, and physical conditions that support work performance were assessed well by respondents, but still have room for further improvement to provide more optimal support for task execution.

Data processing for hypothesis testing in this study used Structural Equation Modeling – Partial Least Squares (SEM-PLS) analysis. In the PLS analysis, Hair et al.(2021)explains the fundamental evaluation conducted, namely the evaluation of the measurement model (outer model) with the aim of determining the validity and reliability of the indicators that measure latent variables. Validity criteria are measured using convergent and discriminant validity, while construct reliability criteria are measured using composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

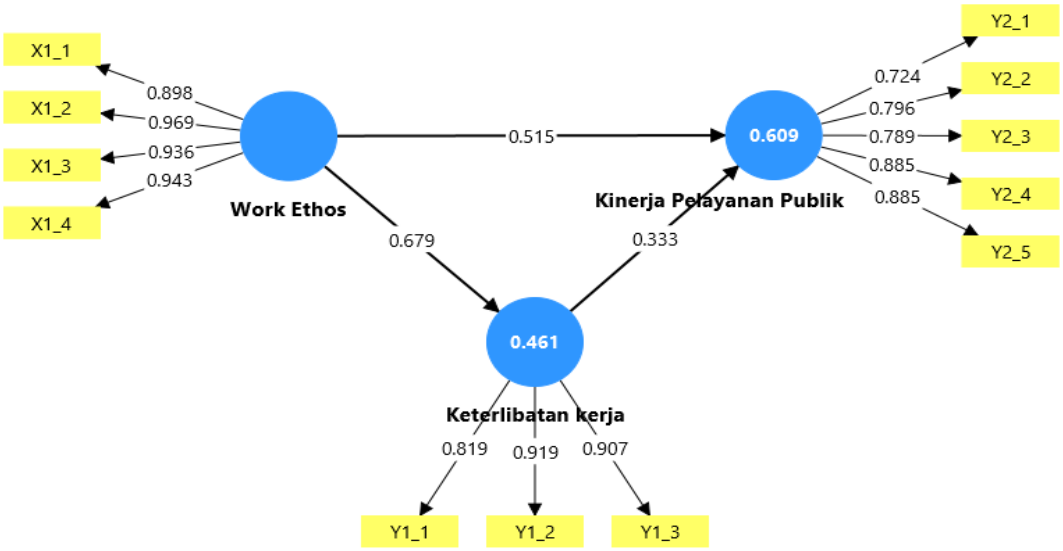


Figure Outer Model SEM-PLS
Source: Results of data processing with Smart PLS 4.1.1 (2026)

*Convergent validity*from the measurement model with reflective indicatorsassessedbased on the correlation between item score component scores calculated using PLS. The individual reflexive measure is declared high if the loading factor value is more than 0.7 with the measured construct for confirmatory research and the loading factor value between 0.6 - 0.7

for exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5.

Evaluation of the PLS-SEM Structural Model as explained by Hair, et al.(2021)used to assess the strength of the relationship between constructs throughmarkpath coefficient, t-statistics, and p-values to test the hypothesis.In this case, data processing was performed using SmartPLS v4.1.1 software. The results of this data processing are shown in the following image:

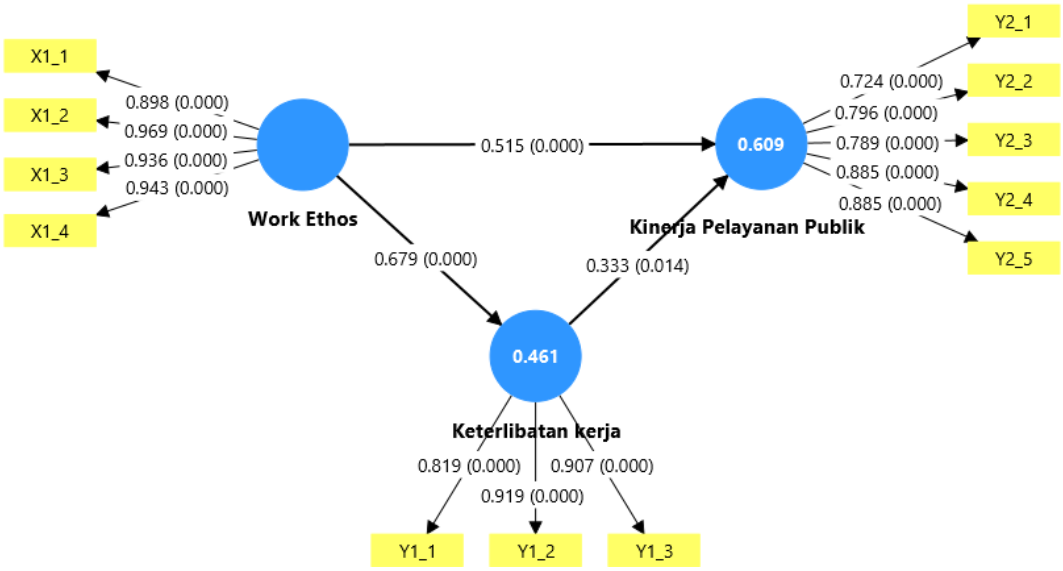


Figure Inner Model SEM-PLS
Source: Results of data processing with Smart PLS 4.1.1 (2026)

In this research, hThe test results can be seen from the output of the structural model on the significance of the loading factor which explains the influence of the Work Ethic construct on Public Service Performance through the mediation of Work Involvement as an intervening variable.

Research hypothesis testing was conducted to determine whether the hypothesis was accepted or not. The testing procedure was carried out by comparing the calculated t-test with the t-table, assuming that the calculated t-test is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table *Path Coefficients* Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Work Engagement -> Public Service Performance	0.333	0.329	0.136	2,451	0.014
Work Ethos -> Work involvement	0.679	0.679	0.073	9,324	0.000

Work Ethos -> Public Service Performance	0.515	0.519	0.127	4,055	0.000

Source: Results of data processing with Smart PLS 4.1.1 (2026)

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

1) Hypothesis Testing 1:

H1: The higher the work ethic, the higher the work involvement.

Based on the results of hypothesis 1 testing, the original sample estimate value of the influence of work ethic on work engagement was 0.679. This value indicates that work ethic has a positive influence on work engagement. The t-test value of 9.324> t table 1.96 and the significance value of p (0.000) <0.05, so it is proven that there is a positive and significant influence of work ethic on work engagement. Thus, the first hypothesis which states that "The better the work ethic, the better the work engagement" can be accepted.

2) Hypothesis Testing 2

*H2: The better the work ethic, the better*Public Service Performance

In testing hypothesis 2, the original sample estimate value of the influence of work ethic on Public Service Performance was obtained at 0.515. This value indicates that work ethic has a positive effect on Public Service Performance. This result is also supported by the t-test value obtained at 4.055> t table 1.96 and the significance value p (0.000) <0.05, so it can be said that there is a positive and significant influence of work ethic on Public Service Performance. Thus, the second hypothesis which states that "The better the work ethic, the better the Public Service Performance" can be accepted.

3) Hypothesis Testing 3

H3: The higher the work involvement, the better the Public Service Performance.

The results of the hypothesis testing show that the original sample estimate value of the influence of work involvement on Public Service Performance is 0.333, which means that work involvement has a positive effect on Public Service Performance. These results are supported by the t-test value of 2.451> t table 1.96 and the significance value of p (0.014) <0.05, so it can be said that work involvement has a positive and significant effect on Public Service Performance. Thus, the third hypothesis which states that "The higher the work involvement, the better the Public Service Performance" can be accepted.

In this case, the indirect effect test was conducted to determine the indirect influence of the Work Ethic variable on the Public Service Performance variable through the intervening variable, namely the work engagement variable. This influence is depicted in the following path diagram:

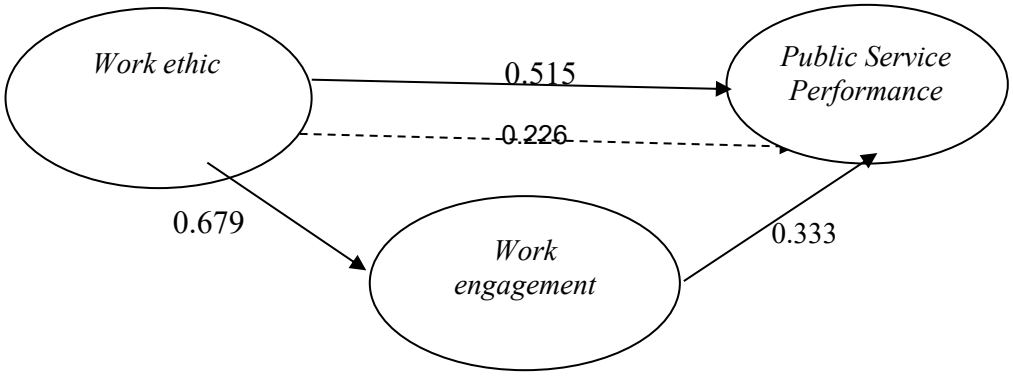


Figure Path Coefficient of the Influence of Work Ethic on Public Service Performance through Work Involvement

Information:

——————→ : Direct influence
– – – – – – – – – – : Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample	T statistics	P values	Information
Work Ethic -> Work Engagement -> Public Service Performance	0.226	2,577	0.000	Accepted

Source: Results of data processing with Smart PLS 4.1.1 (2026)

4) **Hypothesis Testing 3**

H4: Work ethic influences Public Service Performance through work involvement

The test results show that the coefficient value of the mediating path influence of work ethic on public service performance through work engagement is 0.226. This value indicates a positive influence of work ethic on public service performance through increased work engagement. This influence is confirmed by the t-test value of 2.577. > t table 1.96 and significance value p (0.000) < 0.05, so it can be concluded that the mediation effect is significant. This means that work involvement plays a role as an important mediator that bridges work ethic to public service performance. Thus, the fourth hypothesis states that "*Work ethic influences Public Service Performance through work involvement*"acceptable.

A summary of the results of the hypothesis testing in this study is presented in full in the following table.

Table Summary of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	*The better the work ethic the better*work engagement.	9,324	0.000	Accepted

H2	*The better the work ethic the better*Public Service Performance	4,055	0.000	Accepted
H3	*Getting better*Work engagement will improve Public Service Performance	2,451	0.014	Accepted
H4	*Work ethic influences Public Service Performance through work involvement*	2,577	0.000	Accepted

Note: The hypothesis is accepted if t>1.96 and p value <0.05

3.2. Discussion

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

1) Influence Work Ethic towards Work Engagement.

This study proves that work ethic has a positive and significant effect on work involvement.Similar results were shown by(Adhellia & Hikmatul Qowi, 2023)who found that work ethic indicators in the form of effort, openness, healthy competition and responsibility had a significant influence on the level of employee work involvement.

Work ethicin this study it was measured from the reflection of four indicatorsnamely indicatorsEfforts undertaken; Healthy competition; Openness; and Responsibility. MeanwhileWork engagementthis is measured from the reflection of three indicators namely indicators of vigor, dedication and absorption in work.

The work ethic variable has the highest outer loading value on the healthy competition indicator, while the work engagement variable has the highest outer loading value on the dedication indicator. These findings indicate that healthy competition is the strongest dimension of work ethic in shaping work engagement, particularly in increasing employee dedication to their work. The better the healthy competition created within the organization, the higher the dedication shown by employees in carrying out their duties and responsibilities. This means that a work environment that encourages positive, fair, and professional competition will motivate employees to make the best contribution, demonstrate a high commitment to organizational goals, and be willing to exert optimal abilities in providing services to the community. Healthy competition not only encourages increased individual achievement but also fosters a sense of pride, loyalty, and emotional attachment to work, thereby increasing employee dedication.

2) The influence of work ethic to Public Service Performance

This study proves that work ethic has a positive and significant influence on public service performance.As several researchers stated in their research, the higher the work ethic, the higher the performance.(Alisiya & Khusnul Fikriyah, 2022; Aski, 2020; Asroti et al., 2022; Echdar et al., 2021; Shelvia et al., 2022).

Work ethicin this study it was measured from the reflection of four indicatorsnamely indicatorsEfforts undertaken; Healthy competition; Transparency; and Responsibility.

Meanwhile, Public Service Performance in this study it was measured from five indicatorsnamely indicatorsReliability, Responsiveness, Assurance, Empathy and Tangible.

The work ethic variable shows that the indicator with the highest outer loading value is healthy competition, while in the public service performance variable, the indicators with the highest outer loading values are empathy and tangibles. These results indicate that the better the healthy competition that is built in the work environment, the higher the quality of public service performance, especially in terms of employee attention to community needs and the quality of available service facilities and infrastructure. This means that healthy competition can encourage each employee to improve their competence, demonstrate the best performance, and provide more professional services without neglecting the spirit of cooperation. This condition has implications for increasing employee concern in understanding community needs and encouraging the creation of a service environment supported by increasingly better physical facilities, officer appearance, and complete facilities so that public services can be perceived as higher quality by the community.

3) The Influence of Work Involvement on Public Service Performance

This study proves that Work Involvement has a positive and significant effect on Public Service Performance. Previous research shows that employee engagement not only impacts individual performance, but also the performance of teams and the organization as a whole.(Jang et al., 2020).

This work involvement is measured from the reflection of three indicators, namely vigor, dedication and absorption in work.Meanwhile, Public Service Performancein this study, it was measured from five indicators, namely the indicator Reliability, Responsiveness, Assurance, Empathy and Tangible.

Work engagement has the highest outer loading value on the dedication indicator, while the Public Service Performance variable has the highest outer loading value on the Empathy and Tangible indicators. This finding indicates that dedication is the most dominant aspect of work engagement in shaping the quality of public services. The higher the employee's dedication to their work, the better the organization's ability to provide services that are manifested through concern for community needs and the availability of facilities, infrastructure, and professional service appearance (tangible). This means that employees who have a strong commitment, pride in their work, and a willingness to give their best efforts will be encouraged to provide greater attention to the community while maintaining the quality of the physical aspects of the service, so that public services become more qualified, comfortable, and able to increase community satisfaction.

In contrast, work engagement has the lowest outer loading value for the vigor indicator, while the Public Service Performance variable has the lowest outer loading value for the Reliability indicator. These results indicate that increased employee morale will be followed by increased public service reliability. This means that the higher the energy, enthusiasm, and

resilience of employees in carrying out their work, the more consistent they will be in providing services that are accurate, timely, and in accordance with established service standards. Therefore, organizations need to improve aspects of work morale by creating a supportive work environment, providing appreciation for performance, managing a balanced workload, and developing competencies on an ongoing basis. These efforts are expected to strengthen service reliability so that the public receives services that are more consistent, trustworthy, and meet the expectations of service users.

4) Mediation of Work Involvement in the Influence of Work Ethic on Public Service Performance

The results of the hypothesis testing indicate that work engagement mediates the influence of work ethic on public service performance. This finding indicates that work ethic not only directly influences public service performance but also indirectly influences employee work engagement. In other words, employees with a strong work ethic tend to have higher levels of work engagement, thus enabling them to provide higher-quality public services. These results demonstrate that work engagement is an important mechanism explaining how work ethic values can be translated into work behaviors that result in optimal public service. Therefore, organizations need not only develop employee work ethic but also create a work environment that enhances employees' emotional, cognitive, and physical attachment to their work.

These findings align with the Job Demands-Resources (JD-R) Theory developed by Bakker and Demerouti (2008; 2011), which explains that job resources, including positive organizational values such as work ethic, can increase work engagement. Employees with a strong work ethic view their work as a form of responsibility and dedication to the organization and the community. This condition encourages employees to work energetically, with high dedication, and with optimal concentration in completing their tasks. This high level of work engagement then encourages employees to provide more responsive, accurate, and prompt services that are oriented towards public satisfaction. Thus, work engagement serves as a bridge that strengthens the influence of work ethic on improving public service performance.

Based on the results of the outer loading analysis, the most dominant indicator in shaping the work engagement variable is dedication, while in the public service performance variable, the most dominant indicators are empathy and tangibles. These findings indicate that employee dedication is the aspect of work engagement that contributes most to improving the quality of public services. Employees who have a high level of commitment, pride in their work, and a willingness to give their best effort will be more concerned with the needs of the community and strive to provide professional services. This dedication is also reflected in the ability of employees to maintain the quality of service facilities, maintain a professional appearance, and create comfort for the community as service users.DHigh dedication is an important asset in building services that are not only fast and precise, but also provide sincere attention to people who are facing disasters or need help.

4. Conclusion

Based on the results of the discussion and proof of the hypothesis, the answers to the research questions are as follows: This research proves that the higher an employee's work ethic, the higher their work involvement in carrying out their duties and responsibilities. This research proves that the higher the employee's work ethic, the higher the public service performance produced. This research proves that the higher the employee work engagement, the higher the public service performance achieved. This study proves that work engagement acts as a mediating variable that strengthens the influence of work ethic on improving public service performance.

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