

The Influence of Digital Technology, Work Ethic, Training and Integrity on Employee Performance

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ABSTRACT

This study aims to examine and analyze the influence of digital technology, work ethic, training, and integrity on employee performance at the Center for Teachers and Education Personnel (BBGTK) of Central Java Province. This research method uses a correlational study method to analyze the influence of digital technology, work ethic, training, and integrity on employee performance at the Center for Teachers and Education Personnel (BBGTK) of Central Java Province. The study was conducted during 2025 with a population of 130 employees and a sample of 100 respondents selected using a simple random sampling technique. Data collection was carried out through a Likert scale questionnaire, then analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression, F tests, t tests, and coefficients of determination (R^2). The results of the study indicate that digital technology has not had a significant effect on employee performance, while work ethic, training, and integrity have been shown to have a positive and significant effect on employee performance at the Center for Teachers and Education Personnel (BBGTK) of Central Java Province.

Keywords: Digital Technology, Work Ethic, Training, Integrity, Performance

INTRODUCTION

The development of science and technology in the Industrial Revolution 5.0 era has created a wave of massive transformation in work systems, including in the government sector. Government educational and training institutions such as the Center for Teachers and Education Personnel (BBGTK) of Central Java Province are faced with the challenge of adapting quickly and effectively to these changes, particularly in terms of improving the quality of human resources (HR). Employee performance, as a key element in supporting the smooth functioning of institutions, is one of the benchmarks of managerial, administrative, and public service success. In this context, various factors influence employee performance, both internally and externally. Factors such as the use of digital technology, work ethic, training, and integrity are important aspects that contribute to determining the quality of employee work.

First, from a digital technology perspective, digitalization is undeniably an urgent need that must be implemented by every institution, including BBGTK. Digital technology is no longer merely an administrative tool but has become a fundamental infrastructure in carrying out institutional tasks. Information technology can accelerate communication flows, improve time efficiency, and improve decision-making accuracy. Research by Andriyana and Pebiola (2025) demonstrated that the implementation of digital technology has a positive impact on improving teacher performance. Similar findings were obtained from research by Andhika, Ratnawati,

and Sudirjo (2023), which demonstrated that the use of information technology has a positive effect on employee motivation and performance. Research by Lehmann and Beckmann (2025) found that digital technology has a positive and significant impact on the implementation of performance incentives in a Swiss company. A different study by Malau, Sudjiman, and Hutabarat (2025) found that employee digital literacy did not significantly impact employee performance. In the context of BBGTK, the implementation of technological systems such as e-performance, digitalization of training administration, and online-based HR management systems are part of the strategic needs so that institutions can function adaptively and effectively.

The use of technology will not have optimal impact if it is not accompanied by employee mental readiness and work culture. In this context, work ethic is a crucial variable that determines how new technologies and systems are accepted and implemented. Work ethic reflects an employee's passion, dedication, and motivation in carrying out their duties. Employees with a strong work ethic tend to demonstrate responsibility, discipline, and commitment to achieving work targets.

Research by Butarbutar et al. (2021) found that a strong work ethic influences employee performance. This finding is supported by studies by Sari, Sari, and Oktarina (2024), Wardhani (2021), and Putra and Soehari (2023), which concluded that work ethic significantly influences performance. This condition indicates that even though an organization's systems and infrastructure are modern and sophisticated, employee performance will not be optimal without the support of a strong work ethic. A different finding was presented by Mulyapradana, Anisah, Muafiq, and Kharis (2024), who stated that work ethic does not significantly influence employee performance.

Another phenomenon that requires attention is the need to strengthen competencies through continuous training. Training is a crucial tool for adapting employee skills to the demands of the times and technology. Without adequate training, employees will struggle to keep up with the dynamics of increasingly complex work systems. Research by Hartomo and Lutarlean (2020) and Wardhani (2021) showed that training significantly improves employee performance. This finding is also supported by Dewi and Romadhina (2022) who stated that training is a crucial determinant in improving employee performance. A different study by Anggono and Hwee (2024) found that training had no significant effect on employee performance. In the context of BBGTK, where employees are tasked with serving teachers and education personnel from various regions in Central Java Province, training must be conducted in a structured manner, encompassing not only technical aspects but also managerial and public service aspects. Without continuous training, the risk of competency stagnation will increase, ultimately leading to a decline in service quality.

Integrity is a crucial variable in shaping employee performance, oriented toward excellent service. Integrity encompasses honesty, responsibility, commitment, and consistency in carrying out tasks in accordance with organizational norms and ethics. This value is also a key pillar in building a clean and accountable

work culture. Research by Syahrudin and Thoharudin (2020) demonstrated that group integrity has a positive and significant impact on employee performance. Mulyani (2020) also concluded that integrity significantly contributes to employee performance and loyalty. Similar findings were also found by Yolanda and Syamsir (2020) and Rosmi and Syamsir (2020), who emphasized that integrity, particularly in the form of honesty, commitment, and consistency, can significantly improve employee performance. A different study by Sumardi, Hersona, and Nurhasanah (2024) found that integrity did not significantly impact employee performance. Within the BBGTK (National Institute of Teacher Training and Education), as a Center under the Ministry of Primary and Secondary Education, integrity is fundamental to maintaining public trust and creating professional and fraud-free institutional governance.

These four variables—digital technology, work ethic, training, and integrity—cannot stand alone in influencing employee performance. The success of a public organization like BBGTK is determined not only by the quality of its digital systems or the number of training programs, but by the synergy between these factors simultaneously. An employee equipped with advanced technology but with a weak work ethic and minimal integrity will not be able to contribute optimal performance. Conversely, an employee with a strong work ethic and integrity but not trained in the use of new technologies will be left behind in carrying out digital tasks. Therefore, a holistic approach that integrates these four dimensions in human resource management is necessary.

Various studies have examined each variable's partial impact on performance. However, studies examining all four variables simultaneously within a single research model are still relatively limited, particularly in government education and training sectors such as BBGTK. In practice, the interaction between these variables is very real and influences overall employee performance. Research conducted in the government sector, both regional and central, also shows varying results, influenced by organizational characteristics, bureaucratic structure, and local work culture.

This research is crucial to address the gap in the literature and provide a more comprehensive empirical overview of the factors influencing employee performance within the BBGTK (National Teacher Training and Education Office) in Central Java Province. It is hoped that this research will contribute, both scientifically and practically, to designing strategies for improving employee performance through an integrative approach that encompasses the use of technology, training, integrity values, and the development of a strong work ethic.

In the scientific literature, various recent references emphasize the importance of a multidimensional approach to improving employee performance. According to Anwar Prabu Mangkunegara (2017:67), employee performance is influenced by ability, motivation, work environment, and organizational policies, which are closely related to training, work ethic, and applied technology. Stephen P. Robbins and Timothy A. Judge (2017:28) also state that organizational behavioral factors, such as integrity, work culture, and leadership, are also determinants in achieving optimal

performance. Meanwhile, Malayu SP Hasibuan (2016:94) explains that human resource management must be able to create synergy between training systems, character development, and the use of technology to produce high-performing and competitive employees.

The conclusion that can be drawn indicates that achieving superior employee performance in the BBGTK environment of Central Java Province requires the integration of digital technology, work ethic, training, and integrity within a strategic and sustainable human resource management framework. This study examines the extent to which these four variables influence employee performance, both partially and simultaneously, and produces data-based policy recommendations that can be implemented by BBGTK management to improve the effectiveness and efficiency of public services in the education sector.

RESEARCH METHODS

This research is a correlational study, which is a study that tries to see the influence of one or more independent variables on one or more dependent variables (Sugiyono, 2018:36). The researcher tried to test the influence of digital technology, work ethic, training and integrity on employee performance at the Center for Teachers and Education Personnel of Central Java Province. This research was conducted at the Center for Teachers and Education Personnel of Central Java Province, which is located at Kampung Dadapan RT 06 RW 07 Jatikuwung, Gondangrejo District, Karanganyar Regency. The research period was carried out for 4 months in 2025. Based on this definition, the population in this study is all employees at the Center for Teachers and Education Personnel of Central Java Province, totaling 130 people. Based on the total population of 130 respondents, the researcher took a sample of 75%, namely 97.5 respondents. To facilitate the data processing process and maintain population representation, the number was then rounded up to 100 respondents, so that the number of samples was considered to represent the population as a whole. Researchers provided equal opportunity for every employee at the Central Java Province Center for Teachers and Education Personnel (BBGTK) to be selected as a respondent. With a randomly selected sample of 100 individuals, it is hoped that the collected data will provide an objective and representative picture of the influence of digital technology, work ethic, training, and integrity on employee performance at the agency. After the data tabulation was carried out, the data was processed using multiple linear regression analysis tools with the help of SPSS 27 software. The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where :

Y = Employee Performance

X1 = Digital Technology

X2 = Work Ethic

X3 = Training

X4 = Integrity

a = Constant
b1,b2,b3,b4 = Regression coefficient

RESULTS AND DISCUSSION

Multiple Linear Regression

Table 1. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,719	1,132		1,518	.132
	INTEGRITY (X4)	.314	.059	.373	5,309	.000
	DIGITAL TECHNOLOGY (X1)	.080	.054	.094	1,483	.141
	WORK ETHIC (X2)	.284	.079	.279	3,579	.001
	TRAINING (X3)	.258	.079	.266	3,275	.001

a. Dependent Variable: PERFORMANCE

The analysis model used in this study is multiple linear regression with the following equation:

$$Y = 1.719 + 0.080 X1 + 0.284 X2 + 0.258 X3 + 0.314 X4 + e$$

The interpretation of the regression equation above is:

- 1) a = 1.719 shows that if the variables digital technology (X1), work ethic (X2), training (X3), and integrity (X4) have a value of zero, then employee performance has a value of 1.719.
- 2) b1 = 0.080, meaning that every one-unit increase in digital technology will increase employee performance by 0.080, assuming other variables remain constant. However, this variable does not have a significant effect because the significance value is 0.141 > 0.05.
- 3) b2 = 0.284, meaning that every one-unit increase in work ethic will increase employee performance by 0.284, assuming other variables remain constant. This variable has a significant effect because the significance value is 0.001 < 0.05.
- 4) b3 = 0.258, meaning that every one-unit increase in training will increase employee performance by 0.258, assuming other variables remain constant. This variable has a significant effect because the significance value is 0.001 < 0.05.
- 5) b4 = 0.314, meaning that every one-unit increase in integrity will increase employee performance by 0.314, assuming other variables remain constant. This variable has a significant effect because the significance value is 0.000 < 0.05.

Thus, it can be concluded that the variables of work ethic, training, and integrity have a significant effect on employee performance, while the digital technology variable does not have a significant effect on employee performance.

t-test

Table 2 t-Test Results

Hypothesis	t-count	t-table	Sig	Standard	Information
H1	1,483	<1,985	0.141	0.05	H0 Accepted
H2	3,579	>1,985	0.001	0.05	H0 Rejected
H3	3,275	>1,985	0.001	0.05	H0 Rejected
H4	5,309	>1,985	0,000	0.05	H0 Rejected

Source: SPSS Data Processing, 2026

Based on the results of the t-test, it can be concluded that:

- H1 does not have a significant effect because the t-count is smaller than the t-table and the significance value is greater than 0.05.
- H2 has a significant effect because the t-count is greater than the t-table and the significance value is less than 0.05.
- H3 has a significant effect because the t-count is greater than the t-table and the significance value is less than 0.05.
- H4 has a significant effect because the t-count is greater than the t-table and the significance value is less than 0.05.

Overall, of the four hypotheses tested, there were three hypotheses that were proven to have a significant influence, namely H2, H3, and H4, while H1 did not have a significant influence.

Model Feasibility Test (F Test)

Table 3 F Test Results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455,156	4	113,789	84,721	.000a
	Residual	127,594	95	1,343		
	Total	582,750	99			

Source: Data processed in 2026

From the results of SPSS data processing, the F-count value was obtained at 84.721 with a significance level of 0.000. Because $F = \text{count } 84.721 > F\text{-table } 2.47$, and the significance value was $0.000 < 0.05$, then together the independent variables, namely digital technology (X1), work ethic (X2), training (X3), and integrity (X4) simultaneously had a significant effect on employee performance.

Coefficient of Determination Test (R²)

Table 4 Results of the Determination Coefficient (R²) Test

Model Summary

Model		R	R Square	Adjusted R Square	Standard Error of the Estimate
dimension0	1	.884a	.781	.772	1,159

Source: SPSS 2026 processed data

Based on the table above, it shows that the relationship between the variables of digital technology (X1), work ethic (X2), training (X3), and integrity (X4) on employee performance (Y) is included in the very strong category. The coefficient of determination (R Square) value of 0.781 indicates that 78.1% of the variation in employee performance (Y) can be explained by the variables of digital technology (X1), work ethic (X2), training (X3), and integrity (X4). While the remaining 21.9% is influenced by other variables outside the research model, such as organizational culture and discipline.

Discussion

Digital technology has a significant impact on employee performance at the Central Java Province Teachers and Education Personnel Center.

Based on the research results, the digital technology variable showed a t-value of 1.483 with a significance level of 0.141, which is above the 0.05 level. This indicates that digital technology has not statistically shown a significant influence on employee performance. Thus, it can be understood that changes in the level of digital technology use in the organizational environment have not been fully followed by a significant increase in employee performance.

Theoretically, the results of this study indicate that the presence of digital technology does not automatically improve employee performance without the support of other supporting factors. From the perspective of organizational behavior theory and human resource management, technology is viewed merely as a tool, while the effectiveness of its use depends heavily on the quality of the human resources operating it. Therefore, the successful implementation of digital technology requires employee skills, readiness, and competencies to optimally impact performance improvement.

This opinion aligns with the theory proposed by Imam Ghozali (2018), who stated that insignificant statistical test results indicate that the independent variable is unable to adequately explain the variation in the dependent variable. Furthermore, this research finding is supported by research by Malau, Sudjiman, and Hutabarat (2025), which found that employee digital literacy had no significant impact on employee performance.

The insignificant impact of digital technology can be caused by several empirical factors. First, the unequal level of digital literacy among employees. Even if technology is available, if employees lack the skills to operate or utilize it optimally, its impact on performance will be insignificant. Second, there is resistance to change, where some employees still prefer conventional work methods to digital systems. This condition often occurs in organizations undergoing digital transition. Third, limited infrastructure and technological support facilities can also be inhibiting factors. For example, unstable internet connections, inadequate hardware, or application systems that are not yet well integrated. This results in the use of digital technology being ineffective and inefficient in supporting employee work. Fourth, the lack of ongoing training and technical assistance prevents employees from

gaining a comprehensive understanding of how to utilize digital technology to increase work productivity.

Furthermore, these results also suggest that other variables may be more dominant in influencing employee performance, such as integrity, work ethic, and training. This is evident from the research, which shows that these variables have a significant influence. This means that internal individual factors and employee capacity development are more important in improving performance than simply providing technology.

From a practical perspective, these findings imply that organizations cannot simply focus on providing digital technology but also need to address human resource development. Efforts that can be made include enhancing technology-based training, strengthening a digital work culture, and enhancing managerial support for technology implementation. This way, digital technology can be optimally utilized and ultimately contribute significantly to improving employee performance. In this study, digital technology is not yet a determining factor in employee performance; instead, it plays a supporting role, the effectiveness of which is highly dependent on organizational readiness and the individual competencies of its users.

Work ethic has a significant influence on employee performance at the Center for Teachers and Education Personnel of Central Java Province

The research results show that the work ethic variable has a t-value of 3.579 with a significance level of 0.001, which is below the 0.05 level. This finding indicates that work ethic has a positive and significant effect on employee performance. This means that the higher an employee's work ethic, the greater the likelihood of increased performance.

Conceptually, work ethic reflects an individual's attitude, values, and commitment to their work. Employees with a strong work ethic generally demonstrate discipline, responsibility, enthusiasm, and a strong results-oriented attitude. This motivates employees to work optimally, complete tasks on time, and strive to achieve organizational targets. Therefore, work ethic is an internal factor that plays a crucial role in shaping the quality of employee performance.

The results of this study support the research of Butarbutar et al. (2021), which found that a strong work ethic influences employee performance. These findings are further supported by research by Sari, Sari, and Oktarina (2024), Wardhani (2021), and Putra and Soehari (2023), which concluded that work ethic significantly influences employee performance.

This situation demonstrates that even though an organization has modern and sophisticated systems and infrastructure, employee performance will not achieve optimal results without the support of a strong work ethic. This aligns with the view in human resource management that emphasizes that performance is determined not only by ability, but also by willingness and work motivation. A strong work ethic reflects an intrinsic drive within employees to perform optimally, with discipline, and responsibility, thus directly impacting increased productivity and work

effectiveness. In an organizational context, work ethic not only serves as a driving force for individuals in carrying out their duties but also serves as an important foundation in building a positive, professional work culture oriented toward achieving organizational goals.

Empirically, the significant influence of work ethic on employee performance can be seen in daily work behaviors, such as good attendance, persistence in completing tasks, and the ability to work independently and in a team. Employees with a strong work ethic tend to demonstrate strong initiative and commitment in carrying out their responsibilities, thus enabling them to make greater contributions to the organization.

The implications of these findings suggest that efforts to improve employee performance should not only focus on technical aspects or providing work facilities, but also on developing and strengthening a work ethic. Organizations can encourage this through fostering a work culture, providing motivation, leading by example, and establishing a fair and transparent reward system. Thus, a strong work ethic can be continuously developed and become a key factor in sustainably improving employee performance.

Training has a significant impact on employee performance at the Central Java Province Teachers and Education Personnel Center

The partial test results (t-test) show that the training variable has a calculated t-value of 3.275 with a significance level of 0.001, which is below the 0.05 level. This finding indicates that training has a positive and significant effect on employee performance. In other words, the better the training implementation, the more likely it is to be followed by improved employee performance in carrying out their duties and responsibilities.

Conceptually, training is a crucial instrument in human resource development, aiming to improve employee knowledge, skills, and work attitudes. Through training, employees receive updated information and strengthen competencies relevant to job demands, enabling them to perform their duties more effectively, efficiently, and professionally. Therefore, training plays a strategic role in supporting improved employee performance.

The results of this study support research by Hartomo and Lutrlean (2020) and Wardhani (2021), which showed that training significantly impacts employee performance. These findings are further supported by research by Dewi and Romadhina (2022), which states that training is a key determinant of employee performance.

The positive impact of training on performance can also be understood from the perspective of individual capacity building. Employees who participate in structured and ongoing training tend to have better job performance, adapt to change, and are more confident in facing work challenges. This not only improves the quality of work output but also boosts overall productivity.

Empirically, effective training is typically characterized by the alignment of material with job requirements, interactive delivery methods, and ongoing evaluation. When training is designed effectively, employees benefit optimally and can be directly applied to their daily work. This ultimately strengthens the relationship between training and improved employee performance.

The implications of this research suggest that organizations need to seriously consider training programs as part of their performance improvement strategies. Efforts include developing needs-based training programs, improving instructor quality, and ensuring post-training follow-up. This way, training becomes more than just a formal activity, but can truly contribute to improving employee performance on a sustainable basis.

Integrity has a significant influence on employee performance at the Central Java Province Teachers and Education Personnel Center

The partial test results (t-test) show that the integrity variable has a calculated t-value of 5.309 with a significance level of 0.000, which is far below the significance level of 0.05. This finding indicates that integrity has a positive and significant effect on employee performance. Thus, the higher the level of integrity possessed by employees, the better the performance they produce in carrying out their duties and responsibilities.

Conceptually, integrity is a fundamental value that reflects honesty, consistency between words and actions, and a commitment to ethical principles at work. Employees with high integrity tend to carry out their duties and responsibilities professionally, uphold trust, and avoid behavior that conflicts with organizational rules and norms. This directly contributes to high-quality, effective, and accountable performance.

The results of this study are supported by research by Syahrudin and Thoharudin (2020), which demonstrated that group integrity has a positive and significant impact on employee performance. Furthermore, Mulyani (2020) concluded that integrity significantly contributes to improving employee performance and loyalty. Similar findings were presented by Yolanda and Syamsir (2020) and Rosmi and Syamsir (2020), who confirmed that integrity, particularly in the form of honesty, commitment, and consistency, can significantly improve employee performance.

The positive impact of integrity on performance can also be understood from the perspective of trust and accountability. Good integrity fosters trust from both leaders and colleagues, creating a conducive and collaborative work environment. Furthermore, employees with integrity tend to be highly aware of their responsibilities, enabling them to complete work in a timely, thorough manner, and in accordance with established standards.

Empirically, the large t-value obtained indicates that integrity is one of the variables that has a dominant contribution in influencing employee performance compared to other variables. This indicates that moral and work ethics factors are

not only normative but also have real implications for increasing productivity and work effectiveness. Employees with high integrity tend to be more disciplined, consistent, and have a strong commitment to achieving organizational goals.

The implications of this research suggest that organizations need to seriously consider strengthening integrity values within the workplace. Efforts include fostering an ethically grounded organizational culture, leading by exemplary leadership, implementing a transparent oversight system, and rewarding employees who demonstrate high integrity. Thus, integrity becomes not only a normatively upheld value but also a strategic factor in sustainably improving employee performance.

CONCLUSION AND SUGGESTIONS

Based on the research results, it can be concluded that work ethic, training, and integrity have a positive and significant influence on employee performance, so these three factors are important aspects that need to be strengthened in organizations to improve performance quality. Meanwhile, digital technology has not shown a significant influence on employee performance, indicating that the effectiveness of technology is still greatly influenced by the readiness of human resources, training, and organizational support. Therefore, organizations need to optimize employee competency development, strengthen a positive work culture, improve integrity, and support the use of digital technology through adequate training and infrastructure so that employee performance can be optimally improved.

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