

Research Article

From Values to Value: Unpacking the Impact of Work Ethics, Discipline, Compensation, and Fairness on Employee Satisfaction

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Abstract

This study aims to determine the effect of work ethics, work discipline, work compensation, and organizational fairness on job satisfaction at Biro Klasifikasi Indonesia (Persero) in North Jakarta. The sampling technique used was simple random sampling. Data were collected via a questionnaire. The data analysis methods used were multiple regression analysis and partial test (t). The results of the study showed that work ethics did not have a significant effect on job satisfaction; work discipline had a positive and significant impact; work compensation had a positive and significant effect; and organizational justice had a positive and significant impact. The managerial implications are that management of PT. Biro Klasifikasi Indonesia (Persero) needs to emphasize the importance of improving work discipline, providing fair and appropriate compensation, and creating a transparent and equitable organizational justice system, as these three factors have been proven to affect employee job satisfaction significantly. The managerial implications of this research indicate that PT. Biro Klasifikasi Indonesia (Persero) should prioritize strengthening employee discipline through explicit rules and consistent supervision, ensuring fair, performance-based compensation, and maintaining transparency in organizational justice to foster trust and employee satisfaction.

Keywords: Work Ethics, Work Discipline, Work Compensation, Organizational Justice, Job Satisfaction,

JEL Classification: J28, M54, M12

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1. Introduction

Human resources have the potential to create business opportunities, financial improvements, and unexpected capital and investment within the company. According to Wibowo (2020), human resources in a company comprise the efforts, skills, and abilities of everyone who works for the company. Meanwhile, according to Elbadiansyah (2019), human resources is a science or a way to regulate the relationship and roles of the workforce, empowering them optimally, effectively, and efficiently so that common goals can be achieved.

The challenges of human resource management in the future are increasingly complex, especially in the era of globalization. Therefore, improving the quality of human resources must be continuously pursued by every company or organization, both business and non-business, to compete, survive, and even thrive amid increasing competition (Muslikh & Simon, 2023)(Savira et al., 2024).

Job satisfaction. Syarief et al. (2022) said that the form of practical or emotional response to various aspects of a person's work can be relatively satisfied with one aspect of the work and dissatisfied with one or more of the existing aspects of the work. Factors that influence it include salary received, the work itself, promotion opportunities, work conditions, coworkers, and job security within the company. Job satisfaction will lead to reduced absenteeism, greater positive contributions, and greater retention. Therefore, job satisfaction is influenced by company support. According to Steven & Prasetyo (2020) and (Giovanly & Suyana, 2024), job satisfaction is a form of work involvement, to the extent to which a person psychologically identifies with their work and considers the level of performance necessary for self-esteem in achieving predetermined goals.

Work ethics relate to a person's values and morals in everyday life. Ethics is needed in critical, analytical, and systematic thinking; thus, it is considered a scientific discipline. Ethics in the workplace is not only about completing work, but also about fostering harmony between personal growth and social relationships (Nabila & Mansur, 2025). This is important because it benefits not only individuals who adhere to their principles but also the work environment. Work ethics emphasize cooperation and discussion (deliberation) as ways to solve problems and avoid them. In the context of work ethics, no matter how small the effort is, it is greatly appreciated. By making the effort and providing benefits not only for yourself but also for others, you can cultivate a sense of pride, satisfaction, and a sense of balance in life (Putri & Renwarin, 2023).

According to Syarief et al. (2022), discipline is an important part of the human resource management function because without it, achieving targeted company goals is difficult. Discipline is a benchmark for determining whether leaders can contribute effectively. Discipline is also a form of employee self-control, and consistent implementation demonstrates the level of seriousness with which a team carries out its duties and responsibilities. Disciplinary action is a form of punishment applied when it does not meet company standards; therefore, discipline is not applied carelessly but requires careful consideration (Rahayu et al., 2024).

In the workplace, companies must pay more attention to basic matters such as compensation. One of the goals of employees is to receive a salary, as salary is part of the rights workers must be paid for the services they provide to ensure the company's success. This opinion aligns with Harahap & Khair's (2019) view that compensation is all income in the form of money, or direct or indirect goods, received by employees as compensation for services provided by the company. If the compensation received does not match employees' expectations, they will tend to be less enthusiastic about working, and their work results will not be optimal.

Creating organizational justice affects a person's attitudes and reactions. According to Naeem et al. (2019), organizational justice is an important factor that can influence individual job satisfaction in an organization. Everyone wants fair treatment on both the distributive and procedural sides. Distributive justice concerns the wages employees receive from the company. In contrast, procedural justice concerns the organizational policy process used to make decisions, ensuring that every member of the company is involved. An organization needs to treat its employees fairly to increase their job satisfaction. When employees feel they are not treated fairly, it can lead to dissatisfaction and discomfort at work.

Although previous studies have examined the relationships among work ethics, work discipline, compensation, organizational justice and job satisfaction across sectors, there remains a gap in the context of maritime classification and verification services companies in Indonesia. As a strategic state-owned enterprise (BUMN), PT Biro Klasifikasi Indonesia (Persero) has unique characteristics in its organizational structure, strict regulations, and a work culture rooted in technical

professionalism, which differ from those of typical service companies. However, so far, there has been limited empirical research on internal factors such as work ethic, discipline, compensation, and organizational justice that influence job satisfaction in the BKI environment. This issue is important because initial observations indicate variations in employee satisfaction levels, which can affect organizational performance and productivity. Therefore, this study was conducted to fill this gap and provide a deeper understanding of the factors influencing job satisfaction at BKI North Jakarta, as a representative of the national classification agency that plays a vital role in supporting the safety and reliability of the Indonesian maritime industry.

2. Literature Review and Hypothesis

Literature Review

Job Satisfaction

In a company, the leadership wants all its members to feel satisfied with their work. This will provide the company with image value, loyalty, and productivity. Afandi (2018) explains that job satisfaction is a positive attitude of the workforce, including feelings and behaviors towards their work, as assessed by the extent to which a job is perceived as a means of achieving an important value of the job. If employees are not satisfied with their work, productivity will decrease, and the company will be harmed.

Work Ethics

According to Syarief et al. (2022), ethics refers to the values and morals that guide a person's actions in everyday life. Ethics is needed in critical, analytical, and systematic thinking; thus, it is considered a scientific discipline. Human ethics begins when we feel emotions that prompt spontaneous opinions. We will feel the need for introspection, partly because our ethical perspective often differs from others'.

Work Discipline

According to Syarief et al. (2022), discipline is a person's behavior that reflects an attitude of obedience and compliance in carrying out duties and obligations to achieve goals. Discipline is a benchmark for determining whether the leader's overall role can be carried out correctly. Discipline is a form of employee self-control, and its consistent implementation reflects the level of seriousness of a work team within an organization. Disciplinary action requires punishment for those who fail to meet the specified standards. Therefore, disciplinary action is not applied carelessly but requires wise consideration.

Compensation

According to Syarief et al. (2022), compensation is expected based on employee performance, in line with the standards set in a given place and highly valued by employees. When compensation is appropriate, employees will feel happy and more motivated to achieve company goals. The terms benefit and service mean that compensation is an additional (financial or non-financial) payment, paid in accordance with company policy, to all employees to improve their welfare (Pratamtomo et al., 2024).

Organizational Fairness

According to Suryani & John (2018), organizational justice is a form of fairness employees receive regarding decision-making, including managerial decision-making, and an explanation of individual perceptions of justice within the organization. Creating a comfortable work situation in an organization is the dream of its members. A comfortable work environment affects the pleasure they take in their work. There are three levels of organizational justice: procedural, distributive, and interactional (Muhammad et al., 2024).

Hypothesis

Work Ethics on Job Satisfaction

Human ethics begin when we feel emotions that prompt spontaneous opinions. According to Syarief et al. (2022), ethics concerns the values and morals that guide a person's actions in everyday

life. Ethics are the behavior of employees while working, and they also affect a company's progress. Ethics in the workplace are not only about completing work; they also foster harmony among individuals and social relationships and can increase job satisfaction. Therefore, work ethics are essential for job satisfaction. This is in line with the findings of Maulana et al. (2023), Bhastary (2020), Aflah et al. (2021), and Saban et al. (2020), which show positive and significant effects on job satisfaction. This shows that when a person's work ethic is fulfilled, employees' job satisfaction increases, and vice versa. This is the hypothesis that can be shown in this study:

H1: Work ethics have a positive and significant effect on job satisfaction.

Work Discipline and Job Satisfaction

According to Syarief et al. (2022), discipline is a form of employee self-control, and its consistent application reflects a work team's seriousness within a company. Disciplinary action involves punishment for those who fail to meet specified standards. Therefore, disciplinary action is not applied carelessly but requires wise consideration. Employees with strong discipline within the organization will be accustomed to doing all their work and will demonstrate satisfaction with working in the company. So, work discipline is crucial for job satisfaction. This is in line with Rahayu & Dahlia (2023), Ong et al. (2021), Tegor et al. (2023), and Yumhi (2021), who reported positive and significant results for Job Satisfaction. This shows that when employee discipline is high, job satisfaction increases, and vice versa. This is the hypothesis presented in this study:

H2: Work discipline has a positive and significant effect on job satisfaction.

Work Compensation and Job Satisfaction

According to Syarief et al. (2022), compensation is expected based on employee performance, in line with the standards set in a given place and highly valued by employees. This shows that employee compensation is essential to ensure salaries, performance, and other benefits. If employee compensation is appropriate, it creates employee satisfaction, because the most important source of job satisfaction lies in the compensation they receive. Furthermore, in line with Saban et al. (2020), Parimita et al. (2018), Saluy & Raharjo (2021), and Amalia & Mardiansyah (2023), the results showed a positive and significant effect on job satisfaction. That way, employees who receive work compensation will see that the organization is fair and responsible, and they will feel appreciated in their workplace. This shows that when employee compensation is high, job satisfaction increases, and vice versa. This is the hypothesis shown in this study:

H3: Work compensation has a positive and significant effect on job satisfaction.

Organizational Justice on Job Satisfaction

Anyone can feel justice within an organization or company, but not everyone can get it. To create a comfortable work environment, a leadership approach is needed that enables employees to communicate openly about their work. According to Suryani & John (2018), organizational justice is the fair treatment employees experience in the organization where they work. They will feel satisfied at work if the company treats each employee fairly. This is in line with research by Kurniawan & Nurohmah (2022), Pebrianti et al. (2022), Abd Razak & Ali (2021), and Al-Douri (2020), which shows a positive and significant relationship between Organizational Justice and Job Satisfaction. If justice is applied within an organization, employee satisfaction will increase, and the organization's goals will be achieved. Thus, the hypothesis shown in this study:

H4: Organizational justice has a positive and significant effect on job satisfaction.

Work Ethics, Work Discipline, Work Compensation, and Organizational Justice on Job Satisfaction

In this study, according to Afandi (2018), job satisfaction is a positive attitude of workers, including feelings and behaviors towards their work, as assessed by the sense of appreciation for achieving one of the job's important values. Factors that influence it include salary received, the job itself, promotion opportunities, work conditions, coworkers, and job security within the company. If employees are satisfied with their work, the company's productivity will increase. This is also in line with research conducted by Maulana et al. (2023), Rahayu & Dahlia (2023), Saban et al. (2020), and Kurniawan & Nurohmah (2022) showing consistent results, namely that work ethics,

work discipline, work compensation, and organizational justice have a significant influence simultaneously on employee job satisfaction. Thus, the hypothesis formulated in this study is as follows:

H5: Work ethics, work discipline, work compensation and organizational justice have a significant influence simultaneously on job satisfaction.

Conceptual Framework

In this study, the dependent variable is job satisfaction, while the independent variables are work ethics, work discipline, compensation, and organizational justice. The following conceptual framework is attached in Figure 1.

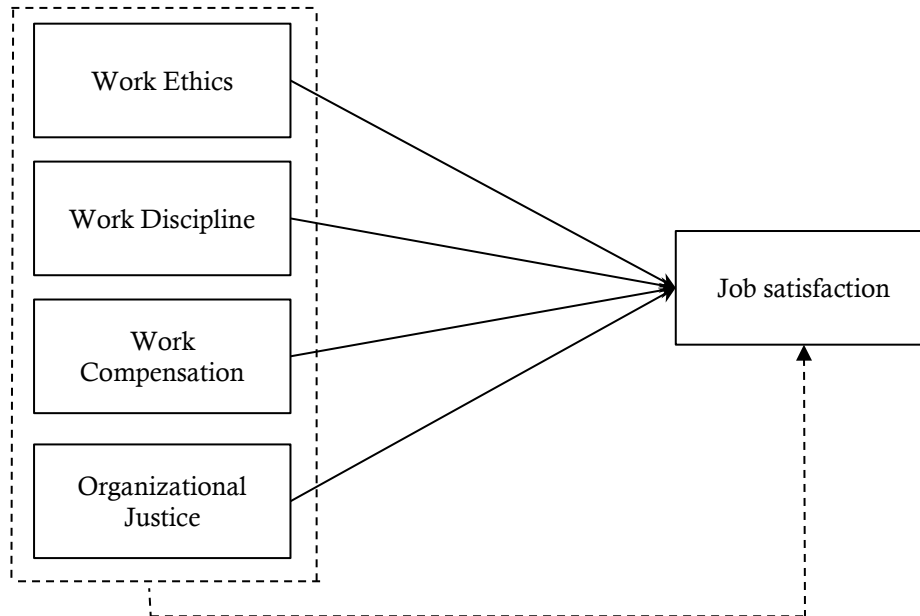


Figure 1. Conceptual Framework

3. Data and Method

Type of Research

The type of research used is explanatory research, which explains the cause and effect between variables (explanatory research), and is intended to explain the position of the variables studied by knowing the influence of one variable on another through hypothesis testing (Sugiyono, 2017). The study was conducted to determine the influence of work ethic variables, work discipline, work compensation, and organizational justice on job satisfaction among employees of PT. Biro Klasifikasi Indonesia (Persero) in North Jakarta.

Data Collection Method

Data Type and Source

The data used in this study are subject to quantitative analysis or data obtained from questionnaires distributed and related to the problem being studied. Based on Sugiyono's opinion (2020), Quantitative Research involves scientific calculations, namely numbers and analyses using statistics derived from samples of people or employees who are asked to answer several questions in a questionnaire to determine the frequency and percentage of their responses. The data source in this study uses primary and secondary data obtained directly from employees of PT. Biro Klasifikasi Indonesia (Persero) in North Jakarta.

Data Collection Techniques

The data collection techniques used in this study included interviews, surveys, and questionnaires, with several lists of statements provided in online questionnaires (Google Forms) to employees of PT. Biro Klasifikasi Indonesia (Persero) in North Jakarta.

Population and Sample

Population

According to Sugiyono (2021), a population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied, and then conclusions are drawn. The population in this study comprised all employees of PT Biro Klasifikasi Indonesia (Persero) in North Jakarta, totaling 807, based on Human Capital Management data.

Sample

In this study, the researcher used a probability sampling technique: simple random sampling. The Slovin formula is used because the population size is large, the population size is known, and the sampling process is random, so each member of the population has the same chance of being selected as a sample member.

Data Analysis Method

The analytical model used in this study follows the conceptual framework that links four independent variables work ethics, work discipline, work compensation, and organizational justice to the dependent variable, job satisfaction. This model is analyzed using multiple linear regression to determine both the partial and simultaneous effects of these variables on job satisfaction among PT employees. Indonesian Classification Bureau (Persero). Supporting statistical tests, including classical assumption tests (normality, multicollinearity, and heteroscedasticity), and hypothesis testing (t-test), were conducted using SPSS version 23 to ensure the model's validity and reliability in explaining the causal relationships proposed in the research framework.

4. Results

Normality Test Results

The test is performed by looking at a histogram comparing two observations with distributions that approach normality. A normal distribution will form a straight line on a residual plot.

Table 1. Results of the One-Sample Kolmogorov-Smirnov Test for Normality

		Work Ethics	Work Discipline	Work Compensation	Organizatio nal Justice	Job satisfaction
N		89	89	89	89	89
Normal Parameters ^{a,b}	Mean	28,2472	35,2135	34,4944	34,5618	30,7416
	Std. Deviation	3,47485	3,85673	4,21610	4,08977	3,96728
Most Extreme Differences	Absolute	,152	,162	,127	,099	,119
	Positive	,140	,112	,100	,092	,119
	Negative	-,152	-,162	-,127	-,099	-,117
Kolmogorov-Smirnov Z		1,435	1,524	1,199	,936	1,126
Asymp. Sig. (2-tailed)		,033	,019	,113	,345	,159

Source: Processed data (2024)

Based on the results of the K-S/Kolmogorav Smirnov Normality test, the Asymp. Sig. (2-tailed) value is known for variable $0.033 > 0.05$, variable $0.019 > 0.05$, variable $0.113 > 0.05$, variable $0.345 > 0.05$, and variable $0.159 > 0.05$. So, the variables are normally distributed.

Multicollinearity Test Results

One method to detect multicollinearity is to analyze the tolerance and VIF (Variance Inflation Factor) values. If the VIF is > 10 or the tolerance is < 0.01 , multicollinearity occurs. Conversely, if the VIF is < 10 or the tolerance is > 0.01 , multicollinearity does not occur.

Table 2. Multicollinearity Test Results

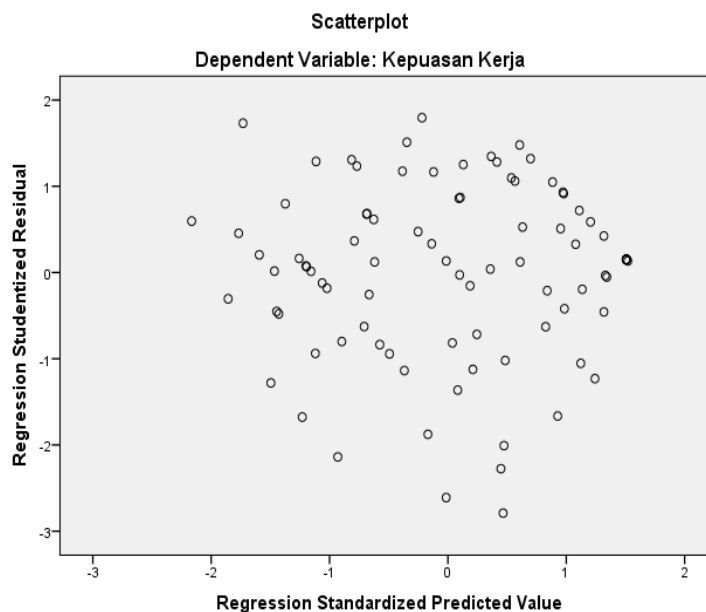
Model	Collinearity Statistics	
	Tolerance	VIF
1		
(Constant)		
Work Ethics	,362	2,760
Work Discipline	,459	2,178
Work Compensation	,441	2,269
Organizational Justice	,475	2,106

Source: Processed Data (2024)

From Table 2, the work ethic variable (0.362), work discipline (0.459), work compensation (0.441), and organizational justice (0.475) have tolerance values > 0.01 and VIFs < 10 . Thus, all independent variables used in this study do not experience multicollinearity.

Heteroscedasticity Test Results

To detect heteroscedasticity, plot the predicted values of the dependent variable, ZPRED, against its residuals, SRESID. If the graph shows a particular pattern, there is heteroscedasticity; conversely, if the graph does not show a pattern and the data are randomly distributed, there is no such problem. The results of the heteroscedasticity test are shown in the image below.

**Figure 2. Heteroscedasticity Test Results**

Based on the graph in the image above, the data distribution is irregular and lacks a clear pattern, suggesting no heteroscedasticity in this regression model.

Partial Test Results (t)

This test is conducted based on the significance of each regression coefficient, with a significance level of < 0.05 . If the significance value obtained from the calculation ($\alpha < 0.05$), then the hypothesis can be accepted; conversely, if the significance value obtained from the calculation ($\alpha > 0.05$), then the hypothesis is rejected. The results of the test can be seen in the following Table 3:

Table 3. Partial Test Results (t)

Model	Unstandardized Coefficients		Standardized Coefficients	t	probability
	B	Std. Error	Beta		
(Constant)	-1,726	2,510		-,688	,494
Work Ethics	-,039	,118	-,035	-,335	,738
1 Work Discipline	,329	,094	,320	3,485	,001
Work Compensation	,349	,088	,371	3,962	,000
Organizational Justice	,288	,087	,297	3,298	,001

Source: Processed Data (2024)

Based on the partial test results (t) in Table 3, the variables Work Discipline, Work Compensation, and Organizational Justice have a significant effect on employee performance, with significance values of 0.001, 0.000, and 0.001, respectively, all of which are smaller than 0.05. Positive coefficient values indicate that the three variables have a positive effect on employee performance. Meanwhile, the Work Ethics variable does not have a significant effect on employee performance, as indicated by a p-value of 0.738, which is greater than 0.05.

5. Discussion

The Influence of Work Ethics on Job Satisfaction

Based on the results of the partial test (t), it is known that the work ethic variable has a t-value < the t-table significance level, so H1 is rejected; it can be concluded that work ethic does not affect job satisfaction among employees of PT. Biro Klasifikasi Indonesia (Persero) North Jakarta. This means that work ethics are not practical enough to provide direction or support for working smart, working hard, and working sincerely, thereby motivating employees to be enthusiastic about their work. This indicates that the lower the employees' work ethic, the lower their job satisfaction at the agency. This study aligns with the findings of Nofitasari & Prasetyo (2021), who found that work ethic does not have a significant effect on employee job satisfaction.

The Influence of Work Discipline on Job Satisfaction

Based on the results of the partial test (t), the work discipline variable has a t-value > the t-table significance level, so H2 is accepted. Work discipline has a positive effect on employees' job satisfaction at PT. Biro Klasifikasi Indonesia (Persero) North Jakarta. This means that employees can be held responsible for everything they do, including understanding all the agency rules regarding work attendance, work procedures, and obedience to superiors. This indicates that the greater the employees' work discipline, the higher their job satisfaction at the agency. This study aligns with the findings of Rahayu & Dahlia (2023) and Tegor et al. (2023), which show that partial work discipline has a significant positive effect on employee job satisfaction.

The Influence of Work Compensation on Job Satisfaction

Based on the results of the partial test (t), the work compensation variable has a t-value > the t-table significance level, so H3 is accepted. Work compensation has a positive effect on job satisfaction for employees of PT. Biro Klasifikasi Indonesia (Persero) North Jakarta. This means that employees are pretty satisfied with the compensation, incentives, allowances and facilities provided by the agency to employees, according to their work abilities and the needs of the employees. This indicates that the higher the level of work compensation, the higher the job satisfaction in the agency. This study aligns with the findings of Saban et al. (2020) and Amalia & Mardiansyah (2023), which showed that partial work compensation has a significant positive effect on employee job satisfaction.

The Influence of Organizational Justice on Job Satisfaction

Based on the results of the partial test (t), the organizational justice variable has a $t\text{-value} > t\text{-table}$ significance, so H4 is accepted. Organizational justice has a positive effect on employees' job satisfaction at PT. Biro Klasifikasi Indonesia (Persero) North Jakarta. This means that employees are quite satisfied with the fair treatment of their superiors regarding work schedules in the company, salary comparisons with their work, equal rights in decision-making, superior treatment of employees, and superior openness to employees. This indicates that the higher the justice received by employees, the more consistent the results are with those of research conducted by Kurniawan & Nurohmah (2022) and Pebrianti et al. (2022), which showed that partially organizational justice has a significant positive effect on job satisfaction. Employees will increase job satisfaction in the company.

The Influence of Work Ethics, Work Discipline, Work Compensation, and Organizational Justice on Job Satisfaction

Based on the results of the calculations carried out in the partial test (f), it is known that $f\text{-count} > f\text{-table}$ at the significant level. This shows that the variables of work ethics, work discipline, work compensation, and organizational justice together (simultaneously) have a significant effect on the job satisfaction variable, so the fifth hypothesis is accepted.

6. Conclusion

Based on the analysis and discussion previously conducted, the following conclusions can be drawn from the research on work ethics, work discipline, work compensation, and organizational justice regarding job satisfaction. Work ethics do not have a significant effect on employee job satisfaction. This is because the ethics in working with these employees have not been practical in providing direction or work support to motivate employees to be enthusiastic about their work. Work discipline has a positive and significant effect on employee job satisfaction. This is because employees with work discipline are responsible for everything they do and understand the agency's rules. Work compensation has a positive and significant effect on employee job satisfaction. This is because the agency's compensation, incentives, benefits, and facilities for employees are sufficient, given employees' abilities and needs. Organizational justice has a positive and significant effect on employee job satisfaction. This is because employees are satisfied with the fair treatment from their superiors while working, including the work schedule in the company, the comparison of salary with work, equal rights in decision-making, the treatment of superiors towards employees, and the openness of superiors towards employees. Based on the simultaneous test conducted, it was proven that simultaneously the variables of work ethics, work discipline, work compensation, and organizational justice together had a positive and significant effect on employee job satisfaction at PT. Biro Klasifikasi Indonesia (Persero) North Jakarta.

Managerial Implications The results of this study indicate that work discipline, work compensation, and organizational justice have a positive and significant effect on employee job satisfaction. Therefore, the management of PT. Biro Klasifikasi Indonesia (Persero) is advised to further strengthen its supervision system and enforcement of work discipline, ensuring they are carried out fairly and consistently, so that employees feel appreciated and have a clear work direction. In addition, compensation needs to be tied to performance, and decent living standards need to be maintained to increase employee motivation and loyalty. The application of transparent organizational justice in decision-making and award distribution must also be a priority to foster a harmonious, trusting work environment. Although work ethics did not show a significant effect in this study, management still needs to foster an ethical work culture as a foundation for building long-term character and professionalism within the organization.

Recommendation

Based on the results of this study, future researchers are advised to explore more specific managerial practices that enhance job satisfaction, particularly by examining strategies to strengthen employee discipline systems, develop fair, performance-based compensation models, and implement

transparent decision-making mechanisms to promote organizational justice. Researchers can also extend this study by testing the effectiveness of training programs that integrate Islamic work ethics in shaping employee behavior and motivation. Furthermore, comparative studies across different BUMN sectors or private companies could help identify contextual factors influencing the relationship between these variables and employee satisfaction.

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