

## The Effect of Organizational Commitment on Employee Performance with Work Ethics as Moderation Variable

Sefina Yuvaidah<sup>1</sup>, Nurul Asfiah<sup>2</sup>, Rizki Febriani<sup>3</sup>

<sup>1,2,3</sup> Management Department, Universitas Muhammadiyah Malang, Indonesia

Corresponding E-mail: sefinayuvaidahh@gmail.com

### Abstract

*The purpose of this research is to examine the effect of organizational commitment on employee performance with work ethics as a moderation variable. This research was conducted on Bankaltimtara Balikpapan employees with a total of 40 respondents. The sampling technique used in this research is the total sampling technique. Using a quantitative approach. Regression analysis and the SPSS 25 program are used as the data analysis technique. The results of this study showed that organizational commitment has a very high scale range, work ethic has a very high scale range, and employee performance has a high scale range. The results showed that there was no significant influence between organizational commitment on employee performance. Work ethic can moderate the effect of organizational commitment on employee performance.*

**Keywords**— *organizational commitment, work ethics, employee performance*

### Abstrak

Tujuan penelitian ini adalah untuk menguji pengaruh komitmen organisasi terhadap kinerja pegawai dengan etos kerja sebagai variabel moderasi. Penelitian ini dilakukan pada pegawai Bankaltimtara Balikpapan dengan jumlah responden sebanyak 40 orang. Teknik pengambilan sampel yang digunakan dalam penelitian ini adalah teknik total sampling. Menggunakan pendekatan kuantitatif. Analisis regresi dan program SPSS 25 digunakan sebagai teknik analisis data. Hasil penelitian ini menunjukkan bahwa komitmen organisasi memiliki rentang skala yang sangat tinggi, etos kerja memiliki rentang skala yang sangat tinggi, dan kinerja pegawai memiliki rentang skala yang tinggi. Hasil penelitian menunjukkan bahwa tidak terdapat pengaruh yang signifikan antara komitmen organisasi terhadap kinerja pegawai. Etos kerja mampu memoderasi pengaruh komitmen organisasi terhadap kinerja pegawai.

**Kata kunci:** komitmen organisasi, etos kerja, kinerja karyawan

## INTRODUCTION

The current business competition makes companies to be able to create human resources who think critically and are skilled in facing competition. One of the factors that become a parameter of the quality of human resources is employee performance. Performance can be seen in terms of the quality or

### Article info

Received (10/09/2023)

Revised (24/10/2023)

Accepted (30/11/2023)

Corresponding\_ author: sefinayuvaidahh@gmail.com

quantity achieved by an employee in carrying out tasks by the responsibilities given to him. A good work process cannot be separated from employee habits and behavior that are continuously carried out so that employee performance from day to day can be optimal. One important factor that can improve employee performance is work ethic. Abdul & Saleh (2018) stated that work ethic is a set of positive work behaviors and is based on strong awareness, fundamental beliefs, and total commitment to an integral work paradigm. The existence of a work ethic will make employees carry out their duties wholeheartedly which ultimately provides good performance. Work ethic is expected to be able to strengthen organizational commitment to employee performance. Employees with an optimal work ethic must have an empathetic attitude toward the work environment so that they love their work wholeheartedly and uphold existing ethical standards. An important factor that can improve employee performance is work ethic. Fadillah (2010) explained work ethic is the work enthusiasm displayed by employees in responding to work, the existence of a work ethic will make employees carry out their duties wholeheartedly which will provide good performance. Work ethic is expected to be able to strengthen organizational commitment to employee performance. Marimin and Santoso (2020) explain that organizational commitment is an employee's effort to encourage each individual to have loyalty and allegiance to the organization in achieving the company's vision and mission. Organizational commitment will have a positive influence on employees, namely creating job satisfaction, work enthusiasm, good work performance, and the desire to continue working at the company. Good employees understand that organizational commitment is an important aspect in determining the success of the company and will be more effective when employees are maximally committed and willing to contribute in their efforts to achieve the company's vision and mission.

PT. Bankaltim tara is a private company owned by the East Kalimantan and North Kalimantan governments. Based on the interview process about absenteeism and tardiness, it shows that employee commitment to working at the company is still low, causing a decline in employee performance. Organizational commitment makes individuals prioritize the company's interests over their personal interests Hosnawati (2016). Apart from that, employees with optimal organizational commitment ensure that they will not abuse their authority within the company because they always think about achieving company goals rather than their personal goals. Therefore, the goal of this study is to investigate the impact of organizational commitment on employee performance using work ethics as a moderating variable.

## LITERATURE REVIEW

According to Mangkunegara (2009), performance is the result of work obtained in quality and quantity and has been achieved by employees in carrying out their responsibilities. Performance is also a very important thing in the efforts of employees to achieve company goals. Where are the important factors in influencing employee performance such as a person's appearance, motivation, and ability to work in the company (Mangkunegara, 2009). Quality, quantity, and timeliness can also be measurements of employee performance indicators, such as the quality of work produced, the amount of production completed, and work on time (Mangkunegara, 2009).

Luthans (2002) explain organizational commitment is a situation where individuals side with a particular organization. Organizational commitment is a strong and close feeling between individuals with certain organizational goals and values (Kreitner, 2014). Factors affecting organizational commitment include logical factors, environmental factors, expectations factors, and emotional attachment factors (Edison, 2017). And there are also several indicators according to Alfresia (2016)

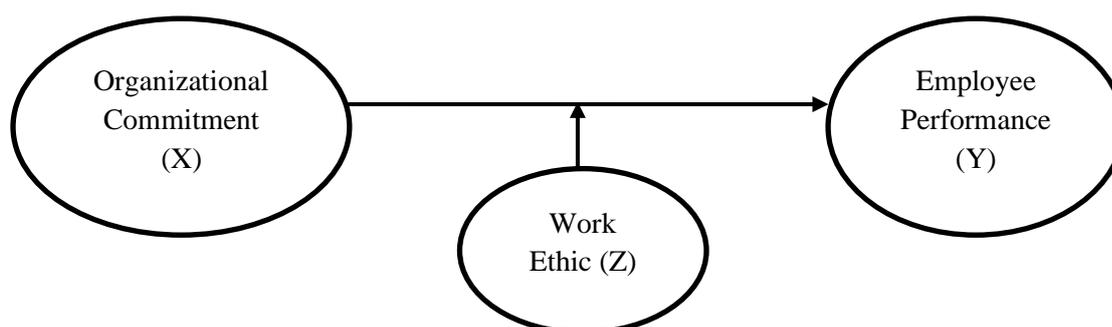
These include a strong will as a member, a desire to strive hard at work, and acceptance of organizational values.

Mathis & Jackson (2006) Explaining the work ethic is the behavior of an employee where he shows an attitude, character, and belief in carrying out a job by acting and working optimally. Work ethic exists as a characteristic of the soul to achieve work success, both for individuals, groups and institutions, by synergizing spiritual, emotional and financial intelligence (Malik, 2013). The indicators are hard work, discipline, honesty, and responsibility (Salamun *et al.*, 1995).

Employees who show high commitment have a desire to provide more energy and responsibility in supporting the welfare and success of the company (Budiharto & Suhartono, 2014). This is supported in research Apriliana (2013) that organizational commitment has a positive and significant effect on employee performance. Work ethic is an attitude that arises on the will and self-awareness based on a system of cultural value orientation towards performance (Sukardewi, 2013). This is in line with research Hosnawati (2016) work ethic can moderate the effect of organizational commitment on employee performance. Thus, the hypotheses in this research were:

**H1:** Organizational Commitment has a positive and significant effect on the performance of employees of PT. Bankaltimara Balikpapan.

**H2:** Work ethic can moderate the effect of organizational commitment on the performance of employees of PT. Bankaltimara Balikpapan.



**Figure 1.** Research Framework

## RESEARCH METHODS

This research was conducted to employees of PT. Bankaltimara Balikpapan. This study uses a type of quantitative research. The population in this study amounted to 40 respondents. In this study the technique used is saturated sampling technique. Sampling was carried out by distributing questionnaires using the Google Form. Linear regression analysis and moderated regression analysis were used as the regression models in this study. This study uses SPSS 25 to test the data analysis research instrument.

## RESULTS AND DISCUSSION

Table 2 below shows data on the characteristics of the respondents who filled out the questionnaire in this study, the results were that the majority of respondents were female, varied in age, had the highest level of final education with S-1 degrees, and most worked for 1-5 years.

**Table 1.** Respondent Demography

Characteristics	Information	Frequency	Percentage
Gender	Male	18	45%
	Female	22	55%
Age	20-25 years	15	37.5%
	26-35 years	17	42.5%
	36-45 years	8	20%
Level of Education	Senior High School	6	15%
	D3	2	5%
	S1	32	80%
Tenure	<1 year	1	2.5%
	1-5years	23	57.5%
	6-10years	6	15%
	>10years	10	25%

Source: primary data processed (2023)

**Table 2.** Validity Test

Variable	Indicator	Correlation Coefficient (rcount)	r <sub>table</sub>	Description
Organizational Commitment (X1)	X1.1	0.654	0.300	Valid
	X1.2	0.683	0.300	Valid
	X1.3	0.663	0.300	Valid
Employee Performance (Y)	Y.1	0.688	0.300	Valid
	Y.2	0.730	0.300	Valid
	Y.3	0.695	0.300	Valid
Work Ethic (Z)	Z.1	0.777	0.300	Valid
	Z.2	0.706	0.300	Valid
	Z.3	0.360	0.300	Valid
	Z4	0.367	0.300	Valid

Source: primary data processed (2023)

Based on table 2, it can be seen that the calculated r-value of each indicator is greater than r<sub>table</sub> (0.300). So it can be concluded that all statement items on the questionnaire are declared valid.

**Table 3.** Reliability Test

Variable	Cronbach's Alpha	Result
Organizational Commitment (X1)	0,654	Reliable
Employee Performance (Y)	0,654	Reliable
Work Ethic (Z)	0,654	Reliable

Source: primary data processed (2023)

Based on the table 3, the reliability test results in the table above show that all variables used in this study have a cronbach's alpha value of more than 0.5. Thus, it can be concluded that all variables used in this study are declared reliable.

**Table 4.** Normality Test Results

Number of Respondents	Monte Carlo Value Sig.	Information
40	0.069	Normal

Source: primary data processed (2023)

Based on the data attached in table 4, it can be seen that the monte carlo sig. greater than 0.05, so it can be concluded that the data used for this study were normally distributed.

**Table 5.** Multicollinearity Test Results

Independent Variable	Tolerance Value	VIF value	Information
Organizational Commitment	0.986	1.147	There is no multicollinearity
Work ethic	0.986	1.147	There is no multicollinearity

*Source: primary data processed (2023)*

The test results attached in table 5 show that the two variables do not have symptoms of multicollinearity because both have a tolerance value above 0.10 and a VIF value below 10.

**Table 6.** Heteroscedasticity Test Results

Independent Variable	Sig. Value	Information
Organizational Commitment	0.233	There is no heteroscedasticity
Work ethic	0.626	There is no heteroscedasticity

*Source: primary data processed (2023)*

Based on table 6, it can be concluded that both variables have Sig values. above 0.05 so that it can be interpreted that there is no heteroscedasticity in the data.

**Table 7.** Results of Simple Linear Regression Analysis

Independent Variable	Regression Coefficient	Sig. t
Organizational Commitment	0.063	0.252
Constant	10.405	3,092

*Source: primary data processed (2023)*

Based on table 7 the results of the simple linear regression analysis above, a simple linear regression equation can be made as follows:

$$Y = 10.405 + 0.063 X + e \quad (1)$$

From these equations, the interpretation that the constant value obtained from simple linear regression analysis is 10.405, which is a positive number. If the value of each variable is considered zero, it means that the value of Organizational Commitment to employees of PT. Bankaltimara Balikpapan will be equal to the constant value. The regression coefficient value obtained for the organizational commitment variable is 0.063, which is the result of a positive number. The results of the analysis show that if organizational commitment increases by one unit, employee performance will increase by 0.063. So that if organizational commitment is getting better, then employee performance will also be higher

**Table 8.** Moderation Regression Analysis Results (MRA Test)

Independent Variable	Regression Coefficient	Sig. t
Organizational Commitment	-3,781	-2,683
Work ethic	-1,763	-1,650
Organizational Commitment X Work Ethic	0.212	2,263
Constant	43,282	2,328

Based on the results of the regression analysis, a moderating regression equation is:

$$Y = 43.282 - 3.781X - 1.763Z + 0.212 e \quad (2)$$

From these equations, the interpretation that the constant value obtained from the moderation regression analysis using the MRA test is 43.282. If the organizational commitment and work ethic variables are assumed to be equal to 0, then the constant employee performance will be worth 43.282. The value of the regression coefficient of the organizational commitment variable obtained is -3.781. The results of the analysis show that if organizational commitment increases by one unit, then employee performance will increase by -3.781 if the X variable is considered constant. The value of the regression coefficient of the work ethic variable obtained is -1.763. The results of the analysis show that if the work ethic increases by one unit, the employee's performance will increase by -1.763 if the Z variable is considered constant. The value of the regression coefficient of the variables of organizational commitment and work ethic after being tested using the MRA test is 0.212. The results of this analysis indicate that if the addition of one unit of interaction between organizational commitment and work ethic, the employee's performance will increase by 0.212.

**Table 9.** Moderation Comparison Analysis Test Results

Variable	Value (R2)	Information
First Regression	0.002	Moderating work ethic
Second Regression	0.804	

Source: primary data processed (2023)

Based on table 9, it can be seen that the direction value of the coefficient of determination (R Square) of the first regression is 0.002 while the direction value of the coefficient of determination (R Square) of the second regression is 0.804. So that the first regression is smaller than the second (R Square) regression ( $0.002 < 0.804$ ). So, it can be concluded that the work ethic strengthens the influence of organizational commitment on the performance of employees of PT. Bankaltimtara Balikpapan.

**Table 10.** T-test results

Variable	t-count	t-table	significance	information
Organizational Commitment	0.252	1,687	0.803	Not significant
Commitment (X)*Work Ethic (Z)	2,623	1,687	0.013	Significant

Source: primary data processed (2023)

Based on the results of the t test attached in table 10, it can be concluded that H1 is rejected, this is based on the value of Sig. greater than 0.05 ( $> 0.05$ ). So, it can be concluded in this study that the organizational commitment variable has no significant effect on the performance of employees of PT. Bankaltimtara Balikpapan. Based on the research results referring to the t test, that the organizational commitment variable has no effect on the performance of employees of PT. Bankaltimtara Balikpapan. This is evident from the results of the t test with a positive value but not significant, so that employees must be able to increase member loyalty and willingness to work towards achieving organizational goals. This is in line with research by Manery *et al.*, (2018) which states that partially organizational commitment has a positive but not significant effect on employee performance.

Moreover, H2 is accepted, it is based on the value of Sig. smaller than 0.05 ( $< 0.05$ ). So, it can be concluded in this study that the work ethic variable moderates the effect of organizational

commitment on the performance of employees of PT. Bankaltimtara Balikpapan. Based on the results of the analysis with reference to the results of the t test, it shows that organizational commitment to employee performance has a significant effect after being moderated by work ethic. This means that the work ethic can strengthen the effect of organizational commitment on the performance of employees of PT. Bankaltimtara Balikpapan. This is in line with research from Moula & Hermawati (2022) which states that the work ethic plays a role in moderating the effect of emotional intelligence on employee performance. Based on the results of the analysis referring to the t-test results, it shows that organizational commitment to employee performance has a significant effect after being moderated by work ethic. This means that work ethic can strengthen the influence of organizational commitment on the performance of PT employees. Bankaltimtara Balikpapan. This will create organizational commitment from each employee, and this work ethic will enable employees to work well and create organizational commitment within the company where they work.

## CONCLUSION

Based on the results of the research and discussion, it can be concluded that organizational commitment has a positive and insignificant effect on employee performance, which means that there are other variables that can support improving employee performance. Work ethic has a significant effect on organizational commitment on employee performance, which means that work ethic can strengthen the influence of organizational commitment on employee performance.

## REFERENCES

- Abdul, O. :, & Saleh, R. (2018). Pengaruh Disiplin Kerja, Motivasi, Etos Kerja dan Lingkungan Kerja terhadap Produktivitas Kerja Karyawan Bagian Produksi di PT. Inko Java Semarang (Vol. 11, Issue 21).
- Alfresia, VP (2016). The Effect of Job Satisfaction and Organizational Commitment on Employee Turnover Intention (Study at PT. Kajima Indonesia).
- Apriliana. (2013). The Effect of Motivation and Organizational Commitment on Employee Performance at PT. Bentara Sinergies Multifinance.
- Budiharto, W., & Suhartono, D. (2014). Artificial Intelligence. Yogyakarta: Andi.
- Edison, E. (2017). Human Resource Management.
- Fadillah, C. (2010). Income Level and Its Influence on Teacher Work Ethics in Teaching. Thesis.
- Hosnawati. (2016). The Effect of Work Motivation and Organizational Commitment on Employee Performance With Work Ethics as Moderating Variable. *Jurnal Profita*. 3(1)
- Kreitner, R. (2014). *Organizational Behavior* (0 ed.). Jakarta: Salemba Empat.
- Luthans, F. (2002). *Organizational Behavior* (7th edition). New York: McGraw-Hill Inc.
- Malik, L. (2013). Work ethic, Market, and Mosque. LP3ES.
- Manery, BR, Lengkong, V., & Saerang, R. (2018). Employee Performance at BKDPSDA in North Halmahera Regency the Effect of Organizational Commitment and Organizational Culture on Employee Performance of Bkdpsda in North Halmahera Regency. *EMBA Journal*, 6(4), 1968–1977.
- Mangkunegara, AP (2009). *Corporate Human Resource Management*. PT Juvenile Rosdakarya.
- Marimin, A., & Santoso, H. (2020). Analysis of the Influence of Job Satisfaction, Organizational Commitment, and Work Involvement on Employee Performance at Bank Muamalat Surakarta. *Scientific Journal of Islamic Economics*, 6(3), 703. <https://doi.org/10.29040/jiei.v6i3.1467>
- Mathis, R. ., & Jackson, J. . (2006). *Human Resource Management*. Jakarta: Salemba Empat.

- Moula, KA, & Hermawati, A. (2022). Employee Performance With Moderated Work Ethics (Study at the Regional Public Library and Archive Service in Malang City). *WNCEB*, 1–10.
- Salamun, sumardi, Sadilah, E., Sum Mintarsih, Sudijono. S., & Sukari. (1995). *Perceptions of Work Ethics: Relation to the Cultural Values of the Special Region of Yogyakarta*: CV. Eka Putra.
- Sukardewi. (2013). the contribution of Adversity Quotient (AQ) Work Ethics and Organizational Culture to the performance of State High School Teachers in the city of Amlapura. *Journal of Postgraduate Accounting at Syiah Kuala University*, 4.