

Analysis of the Influence of Work Ethos, Motivation, and Organizational Commitment on Employee Performance at PT Ratu Intan Kargo

Miswanul Arifin¹, Soulthan Saladin Batubara², Darmilisani³

Email: miswanularifin19@gmail.com

Universitas Pembangunan Panca Budi

ABSTRACT

This study aims to analyze the influence of Work Motivation, Work Ethos, and Organizational Commitment on Employee Performance at PT. Ratu Intan Kargo. The research method used is a quantitative approach with descriptive and verificative analysis, which includes multiple linear regression analysis, multiple correlation analysis, coefficient of determination, as well as t-tests for partial testing and F-tests for simultaneous testing. The sample used consists of 50 employees selected using a saturated sampling technique. The research results show that: 1) Work Motivation does not have a significant effect on Employee Performance, with a calculated t value (1.071) less than the t table (1.675) and a significance value of 0.290 (> 0.05). 2) Work Ethos has a positive and significant effect on Employee Performance, with a calculated t value (3.933) greater than the t table (1.675) and a significance value of 0.000 (< 0.05). 3) Organizational commitment also has a positive and significant effect on employee performance, with a calculated t value of (4.960) greater than the t table value (1.675) and a significance value of 0.000 (< 0.05). 4) Simultaneously, work motivation, work Ethos, and organizational commitment significantly affect employee performance, with a calculated F value of (93.650) greater than the F table value (2.366) and a significance value of 0.000 (< 0.05). These findings indicate that work Ethos and organizational commitment play an important role in improving employee performance, while work motivation needs to be enhanced with a more appropriate approach to have a significant impact on performance.

Keywords: *Work Motivation, Work Ethos, Organizational Commitment, Employee Performance, PT. Ratu Intan Kargo*

INTRODUCTION

Important aspects that influence the success of an organization include human resources. One of the elements of management science that studies the arrangement and management of human resources to achieve organizational goals is Human Resource Management (HRM). This management has a very broad scope of discussion. Managers need HRM in making decisions and implementing them, such as in the recruitment process, screening, training, and evaluation. The future success of the organization is determined by the arrangement of human resources. Individuals with skills, reliability, and idealism are needed by the company to achieve targets. Successful organizations are closely related to Human Resource Management that performs well. Performance can be observed from two aspects, namely organizational performance and employee performance. (Hamid, N., & Shaleha, W. M. 2021).

HRM encompasses various aspects, including recruitment, screening, training, and employee assessment. The future success of an organization greatly depends on the optimal arrangement of human resources. Employee performance, as an integral part of HRM, has a significant impact on achieving the organization's goals. In the context of PT Ratu Intan Kargo, the importance of employee performance is a major focus. Although HRM is acknowledged as a key factor, field observations indicate that employee performance in this company has not yet reached an optimal level.

There is a tendency for employees who often arrive late or leave before the scheduled time, as well as delays in achieving organizational targets. (Hardi, S. F. 2020). This phenomenon raises questions about the factors related to employee performance at PT Ratu Intan Kargo. In the context of performance measurement, there are several aspects that can be used to assess employee performance. Some of these include the quality of work, timeliness in completing tasks, and interpersonal impact. Interpersonal impact encompasses the extent to which an employee can maintain self-esteem, reputation, and good cooperation with colleagues and subordinates.

Work motivation, according to Sutanto (2021), is defined as the work spirit that encourages employees to achieve certain goals. This definition emphasizes the importance of intrinsic drives that motivate individuals, indicating that employee work motivation is influenced by various factors. The results of a preliminary survey on employee work motivation at PT Ratu Intan Kargo show that 50% of employees feel motivated by recognition and job challenges, while the other 50% do not. Support from colleagues and superiors only motivates 40% of employees, and career development opportunities motivate even fewer, at only 30%. Meanwhile, the majority (70%) feel insufficiently motivated by these factors. These findings highlight the need for improvements in recognition, job challenges, team support, and career development to enhance employee motivation.

According to (Lawu et al. 2019), work Ethos reflects the evaluative attitude of individuals or groups towards work activities. Thus, in the context of measuring work Ethos, it encompasses attitudes, personality, character, and beliefs that underlie an individual to achieve better results or accomplishments. The results of a pre-survey concerning work Ethos show that 50% of employees feel that the work Ethos in the company encourages them to work better, while the other 50% do not feel the same way. Responsibility towards work is reflected in daily work Ethos, which is only agreed upon by 30% of employees, while 70% feel otherwise. Additionally, 40% of employees are motivated to provide high-quality performance in accordance with the work Ethos, whereas 60% feel less motivated. Finally, the company's work Ethos culture is recognized by 50% of employees as a factor that makes them more disciplined and responsible, while the other 50% disagree. This finding indicates the need for efforts to enhance the work Ethos in the company to better motivate employees.

According to Tjahjono (2019), organizational commitment is defined as the strength of an individual to identify with and engage in an organization. The psychological state reflected in various definitions of organizational commitment is interconnected and not mutually exclusive, but consists of several components. The results of a preliminary survey on organizational commitment at PT Ratu Intan Kargo show variation in employee perspectives on four questions. Only 50% feel connected to the company's goals, while 40% feel that support for their personal development is lacking. Additionally, only 30% plan to stay long-term, indicating uncertainty about their future. Although 40% feel that positive factors within the company increase commitment, the remaining 60% do not feel the same way. These results indicate the need for management to enhance support and create a better work environment to improve employee commitment.

Through this research, it is hoped that profound and solution-oriented answers to the problem will be found. The essential questions that may be raised include the extent to which salary factors influence employee motivation and performance, how organizational commitment

correlates with performance levels, and whether there are other factors that need to be considered to enhance productivity and achieve organizational targets. (Sari, I. P., & Nugraheni, R. 2019). By delving deeper and detailing each factor that may affect employee performance, this research is expected to provide concrete recommendations that can be implemented by the management of PT Ratu Intan Kargo to improve efficiency, productivity, and the achievement of company objectives.

LITERATURE REVIEW

The Influence of Work Motivation on Employee Performance.

Work motivation is the internal or external drive that encourages individuals to achieve specific goals in their work. According to (Robbins & Judge, 2017), motivation encompasses the intensity, direction, and persistence of a person in completing tasks. In the workplace context, motivation plays an important role as it can determine the level of productivity and efficiency of employees in carrying out their responsibilities. Work motivation is divided into intrinsic motivation, such as personal satisfaction and recognition for work results, and extrinsic motivation, such as salary, incentives, and supportive working conditions.

Various theories have been developed to explain work motivation. Maslow's Hierarchy of Needs theory emphasizes the importance of fulfilling needs from physiological needs to self-actualization, which gradually influences the level of motivation. Herzberg's Two-Factor Theory distinguishes between motivational factors (intrinsic) such as recognition and responsibility, and maintenance factors (extrinsic) such as salary and job security. Additionally, Vroom's Expectancy Theory shows that work motivation arises when employees believe that their efforts will result in desired performance and lead to valuable outcomes. Employee performance, defined as the level of an individual's success in carrying out tasks according to organizational standards, is significantly influenced by motivation. According to (Mangkunegara, 2015), motivation, along with ability and work environment, is a key factor in determining performance. Research shows a positive relationship between work motivation and employee performance. Employees with high motivation tend to work enthusiastically, stay focused, and are able to complete tasks effectively.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment is the level of emotional attachment, identification, and involvement of employees towards the organization they work for. According to Meyer & Allen (1991), organizational commitment consists of three main dimensions: affective commitment, which relates to the emotional attachment of employees to the organization; continuous commitment, which is the employees' awareness of the consequences of leaving the organization; and normative commitment, which reflects the moral obligation of employees to remain with the organization. This commitment plays an important role in determining employee loyalty, dedication, and effort in performing tasks and achieving organizational goals.

Employee performance, which refers to an individual's ability to fulfill tasks and responsibilities according to the standards set by the organization, is often influenced by the level of organizational commitment. Employees with high affective commitment tend to show better performance because they feel emotionally connected to the organization and are motivated to contribute. Conversely, employees who only have continuance commitment may work to avoid

personal losses, such as losing income or career opportunities, resulting in suboptimal performance. On the other hand, normative commitment can encourage employees to work hard because they feel obligated to support the organization.

The Influence of Work Ethos on Employee Performance

Work ethos is the attitude and positive values that reflect an individual's dedication, responsibility, discipline, and commitment to their job. According to (Wahyudi, 2018), work Ethos encompasses a set of moral principles that serve as the foundation for a person at work, including a sense of responsibility, integrity, and the desire to give their best. A strong work Ethos reflects professionalism and a strong work spirit, which play a crucial role in determining employee effectiveness in achieving organizational goals. Employee performance, which refers to achieving work results according to the standards set by the organization, is significantly influenced by work Ethos. Employees with a good work Ethos tend to have high productivity levels, work with enthusiasm, and demonstrate consistency in completing tasks.

Work Ethos also helps employees face job challenges with a positive attitude, enhancing their ability to manage time, and encouraging quality decision making. In other words, work Ethos becomes an important driver for individual performance and overall organizational success. Empirical research shows that work Ethos has a significant relationship with employee performance. A study by (Hasibuan. 2019) found that employees with a high work Ethos tend to show better performance, especially in terms of productivity and quality of work. Another study by (Sutrisno. 2021) in the service sector revealed that work Ethos, such as discipline and responsibility, contributes positively to work efficiency and the achievement of organizational targets.

The Influence of Work Motivation, Organizational Commitment, Work Ethos on Employee Performance

Employee performance is the result achieved by individuals in carrying out tasks and responsibilities according to the standards set by the organization. This performance is influenced by various factors, including work motivation, organizational commitment, and work ethos, which complement each other in creating a productive and high-quality workforce. These three factors have a synergistic relationship that significantly contributes to the success of the organization. Work motivation provides encouragement to employees to strive to achieve targets with high intensity, direction, and persistence. When work motivation is reinforced by organizational commitment, where employees have emotional attachment, a sense of obligation, or rational considerations to continue contributing to the organization, the efforts made become more focused and sustainable.

In addition, the presence of a work Ethos that encompasses discipline, responsibility, and integrity strengthens employees' efforts to deliver the best results. Thus, the combination of work motivation, organizational commitment, and work Ethos creates a strong foundation for improving employee performance. Empirical research supports the collective influence of these three factors on employee performance. A study by Supriyadi (2020) shows that work motivation, organizational commitment, and work Ethos simultaneously have a significant impact on increasing productivity and efficiency among employees in the manufacturing sector. Another study by Rahmawati (2021) in the service sector found that motivated employees who

are committed to the organization and possess a good work Ethos tend to achieve work targets with high quality and in an efficient timeframe.

METHODS

Qualitative and Quantitative Research types use a flexible research design to explore social phenomena in depth. Data is collected through in-depth interviews, participatory observation, and document analysis. Data analysis is conducted using thematic, narrative, or grounded theory methods, which focus on developing themes and theories from the obtained data. Validity and reliability are achieved through triangulation, member checking, and calculations, which ensure consistency and transparency of the findings.

RESULTS AND DISCUSSION

Results

Results of Linear Regression Analysis

This test aims to examine the effect of Work Motivation (X1), Work Ethos (X2), and Organizational Commitment (X3) on Employee Performance (Y) using a multiple linear regression model. Here are the results of the test with the help of the SPSS program:

Table 1. Results of Regression Testing Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,856	3,121		0,915	0,365
Work Motivation	0,154	0,143	0,119	1,071	0,290
Work Ethos	0,539	0,137	0,416	3,933	0,000
Organizational Commitment	0,547	0,110	0,461	4,960	0,000

a. Dependent Variable: Employee Performance (Y)

The analysis of the results from this multiple linear regression shows the influence of three dimensions: Work Motivation, Work Ethos, and Organizational Commitment on Employee Performance at PT Ratu Intan Kargo. The resulting regression equation is:

$$Y = 2.856 + 0,154 X1 + 0,539 X2 + 0,547 X3 + e$$

The constant value of (2.856) indicates that if there is no influence from the three service variables (Work Motivation, Work Ethos, Organizational Commitment), then the Employee Performance level is predicted to be 2.856. This means that regardless of Work Motivation, Work Ethos, and Organizational Commitment, they are at a good level.

Partial Test (T-Test) Result

Based on the results of the tests conducted, several points can be concluded as follows:

1. Work Motivation (X1) has a calculated t value of 1.071, which is smaller than the table t value of 1.675 and a significance value of 0.290 at a 5% alpha coefficient or 0.05. Since the significance value is greater than 0.05, it can be interpreted that Work Motivation does not have a significant effect on Employee Performance.

2. Work Ethos (X2) has a calculated t value of 3.933 which is greater than the table t value of 1.675 and a significance value of 0.000 at an alpha coefficient of 5% or 0.05. Because the significance value is less than 0.05, it can be interpreted that Work Ethos has a positive and significant effect on Employee Performance.
3. Organizational Commitment (X3) has a calculated t value of 4.960, which is greater than the table t value of 1.675, and a significance value of 0.000 at a 5% alpha coefficient or 0.05. Since the significance value is smaller than 0.05, it can be interpreted that Organizational Commitment has a positive and significant effect on Employee Performance.

Simultaneous Test (F Test) Results

Bawono (2006), stated that the F test is used to determine how far or how deeply the independent variable or this free variable affects the dependent variable or the variable of interest.

Table 2. F Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	736.271	3	245.424	93.650	.000 ^b
	Residual	120.549	46	2.621		
	Total	856.820	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Work Ethos, Organizational Commitment

We can see from the table above that the result of the F test in this study has a coefficient value of 93.650 with a significance value of $0.000 < 0.05$. This result indicates that the independent variables simultaneously have a significant positive effect on the dependent variable. Based on F with a significance level of 0.05, the F table value obtained is 2.366. Since $F_{\text{calculated}} > F_{\text{table}}$ ($93.650 > 2.366$) and the significance value < 0.05 ($0.00 < 0.05$), H_0 is rejected, meaning there is a significant effect between (Work Motivation (X1), Work Ethos (X2), Organizational Commitment (X3), which affect the independent variable (Employee Performance). These three independent variables together influence the dependent variable.

Result of the Determination Coefficient Test (R^2)

We can see from the processed data results using SPSS.26 that there is a model summary output, which can be explained as follows:

Table 3. Determination Coefficient (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.927 ^a	0.859	0.850	1.61884	1.489

a. Predictors: (Constant), Komitmen Organisasional, Etos Kerja, Motivasi Kerja

b. Dependent Variable: Kinerja Karyawan

We can see from the table above that it shows a correlation coefficient (R) of 0.927, which indicates that there is a relationship between the dependent variable (Employee Performance) and the independent variables Work Motivation (X1), Work Ethos (X2), and Organizational Commitment (X3). The relationship obtained has a coefficient of determination (R Square) of 0.859, which means that the contribution of the independent variables Work Motivation (X1),

Work Ethos (X2), and Organizational Commitment (X3) to the dependent variable (Employee Performance) is 85.0%, while the remaining 15.0% is influenced by other variables outside the current model.

Discussion

The influence of work motivation on employee performance

Based on the t-test results, it is known that the Work Motivation variable (X1) has a t-value of 1.071, which is smaller than the t-table value of 1.675, with a significance value of 0.290 at a 5% alpha coefficient level (0.05). Since the significance value is greater than 0.05, it can be concluded that Work Motivation does not have a significant effect on Employee Performance. This result indicates that although work motivation is considered one of the factors that can influence performance, in the context of this study, work motivation has not become the main determinant of employee performance. This may happen because employee work motivation may not be optimal or because other factors, such as organizational culture, work Ethos, or leadership style, have a more dominant influence on performance (Robbins & Judge, 2017).

Furthermore, Herzberg's theory in the Two-Factor Theory approach explains that work motivation often only acts as a 'hygiene factor' if not accompanied by adequate incentives or recognition. When basic needs are met, work motivation alone may not be sufficient to enhance performance without fulfilling other factors such as skill development and appreciation (Herzberg, 1966). Another study by (Sutrisno, 2019) also shows that work motivation has a significant impact only when supported by proactive organizational policies, such as providing rewards, training, and career development opportunities. Therefore, to improve employee performance, organizations need to pay attention to the combination of motivational factors with other elements that can support work success.

The influence of work Ethos on employee performance

Based on the t-test results, the Work Ethos variable (X2) has a calculated t value of 3.933, which is greater than the table t value of 1.675, with a significance value of 0.000 at a 5% alpha coefficient level (0.05). Since the significance value is less than 0.05, it can be concluded that Work Ethos has a positive and significant effect on Employee Performance. This result indicates that work ethos, which includes discipline, responsibility, honesty, and dedication, is an important factor in improving employee performance. This is consistent with the view of Robbins & Judge (2017), which states that a strong work ethos creates a sense of responsibility and intrinsic motivation, leading individuals to be more committed to achieving organizational goals. McClelland's Theory of Need for Achievement also supports this finding, where individuals with a high work Ethos typically have a strong need to achieve and tend to exhibit superior work performance (McClelland, 1985). When the work Ethos is consistently applied in an organizational environment, it can create a productive work culture, which ultimately impacts overall performance improvement.

Research by (Handoko, 2019) also found that a good work Ethos can improve work efficiency and effectiveness, as employees tend to be more focused, disciplined, and capable of completing tasks with high quality. In addition, organizations that promote work Ethos through training, rewards, and fair performance evaluation can create a conducive work environment for

achieving company targets. Thus, it is important for management to continuously strengthen employee work Ethos s through various strategic policies, such as setting clear work standards, providing rewards for high-performing employees, and developing a work culture based on collaboration and integrity.

The influence of organizational commitment on employee performance

Based on the results of the t-test, the Organizational Commitment variable (X3) has a calculated t value of 4.960, which is greater than the table t value of 1.675, with a significance value of 0.000 at a 5% alpha coefficient level (0.05). Since the significance value is less than 0.05, it can be concluded that Organizational Commitment has a positive and significant effect on Employee Performance. This result emphasizes that organizational commitment, which includes loyalty, a sense of belonging, and a desire to contribute to the organization's goals, plays an important role in enhancing employee performance. This is in line with the theory (Meyer & Allen, 1991), which divides organizational commitment into three main dimensions: affective commitment (emotional attachment to the organization), normative commitment (a sense of obligation to remain), and continuance commitment (consideration of the costs of leaving the organization). These three dimensions significantly influence employee motivation and productivity.

Robbins & Judge (2017), also mentions that employees with a high level of organizational commitment tend to be more focused on tasks, have more harmonious working relationships, and exhibit behaviors beyond their roles that support the success of the organization. Organizational commitment creates a strong emotional bond between employees and the organization, making employees more motivated to work optimally. Another study by (Sutrisno, 2019) shows that organizations capable of building organizational commitment through. To strengthen organizational commitment, companies can adopt strategic approaches such as creating an inclusive work culture, providing relevant training, and offering

The simultaneous influence of work motivation, work Ethos , and organizational commitment on employee performance

Based on the results of the F test, it shows that the independent variables, namely Work Motivation (X1), Work Ethos (X2), and Organizational Commitment (X3), simultaneously have a significant effect on the dependent variable, which is Employee Performance. With a calculated F value of 93.650, greater than the table F value of 2.366, and a significance value of 0.000 which is less than 0.05, the alternative hypothesis (Ha) is accepted. This indicates that the three independent variables together have a positive and significant effect on employee performance. Theoretically, the combination of work motivation, work Ethos , and organizational commitment creates a synergy that can enhance individual productivity and performance within the organization. According to Robbins and Judge (2017), motivational factors influence the level of effort exerted by employees, work Ethos determines how the job is done with integrity and consistency, while organizational commitment ensures the sustainability of employees' contributions to the organization's goals.

Previous research by Luthans (2011) also revealed that work motivation, work Ethos, and organizational commitment are the main determinants in achieving optimal employee performance. When employees are well-motivated, have an organized work pattern, and feel

emotionally connected to the organization, they tend to deliver better results in their work. Empirical studies conducted by (Susanto & Prasetyo, 2020) found that the simultaneous influence of these factors results in a performance increase of up to 75% compared to when these factors are tested individually. Therefore, a holistic management approach, which includes managing motivation, enforcing work Ethos, and reinforcing organizational commitment, is essential to ensure the success of the organization.

CONCLUSION

1. Work motivation does not have a significant effect on employee performance, as shown by the computed t value (1.071) which is smaller than the t table (1.675) and a significance value of 0.290 (> 0.05).
2. Work Ethos has a positive and significant effect on employee performance. The computed t value (3.933) is greater than the t table (1.675), with a significance value of 0.000 (< 0.05).
3. Organizational commitment has a positive and significant impact on employee performance, evidenced by the computed t value (4.960) being greater than the t table (1.675) and a significance value of 0.000 (< 0.05).
4. All three independent variables (work motivation, work Ethos, and organizational commitment) simultaneously have a positive and significant effect on employee performance. The computed F value (93.650) is greater than the F table (2.366), with a significance value of 0.000 (< 0.05).

Suggestion

Based on these findings, organizations need to integrate strategies to enhance these three aspects. Practical steps that can be taken include:

1. Work Motivation: Providing fair incentives, both in financial and non-financial forms, such as rewards and recognition. Work Ethos: Encouraging a results-oriented work culture by implementing regular training and providing constructive feedback.
2. Organizational Commitment: Creating a sense of ownership through transparent communication and career development opportunities. A comprehensive approach to managing motivation, work ethos, and organizational commitment will help organizations achieve higher work efficiency and improve competitiveness in the market.
3. Further research is recommended to develop other variables that may influence employee performance, such as the work environment, organizational culture, and leadership, to gain a more comprehensive understanding. Additionally, the use of qualitative or mixed methods research may provide deeper insights into how these factors interact. Research should also expand the sample and context, such as testing different industry sectors, to see if the results obtained are consistent across various conditions. The use of more specific indicators and long-term analysis could also strengthen the findings, providing a more accurate picture of the impact of these factors on employee performance.

REFERENCES

- Alpi, M. F., & Batubara, S. S. (2021). Studi profitabilitas: antaseden dan dampaknya terhadap nilai perusahaan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 22(1), 46-53.
- Batubara, S. S., & Insan, M. Y. (2022). Analisis Determinan Kinerja Pegawai di Lingkungan

- Biro Rektor Universitas Negeri Medan. Maneggio: Jurnal Ilmiah Magister Manajemen, 5(1), 1-10.
- Batubara, S. S., & Wulandari, N. (2023, December). Loyalty Aspect: Increasing the Effectiveness of Employee Performance. In *Proceedings of International Conference on Islamic Community Studies* (pp. 51-54).
- Batubara, S. S., Insan, M. Y., & Puasari, S. (2024, August). The Role of Supervisory Aspects in The Effectiveness of Public Service Performance. In *1St International Conference Epicentrum of Economic Global Framework* (Vol. 1, No. 1, pp. 292-296).
- Batubara, S. S., Pulungan, D. R., & Yenty, M. (2020). Analisis determinan minat mahasiswa dalam menggunakan lembaga keuangan syariah. *Jurnal Riset Akuntansi Dan Bisnis*, 20(1), 23-37.
- Batubara, S. S., Wulandari, N., & Satria, B. (2024). Analisis Faktor Budaya Organisasi dalam Peningkatan Kinerja Aparatur Sipil Negara. *Sinergi Multidisiplin Sosial Humaniora dan Sains Teknologi*, 1(1), 163-168.
- Darmilisani, D., Istiqamah, N. K., & Hasibuan, R. F. (2024). Analisis Disiplin Kerja, Akseibilitas dan Produktivitas terhadap Kinerja Guru Di Sman 4 Medan. *Jurnal Bina Bangsa Ekonomika*, 17(1), 585-598.
- Ghozali, I. (2006). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hamid, N., & Shaleha, W. M. (2021). Etos Kerja dan Pengembangan Karir Terhadap Komitmen Organisasi Karyawan pada Hotel Claro Kota Kendari. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 1(1), 200-215.
- Harahap, D. S., Batubara, S. S., & Amran, A. (2020). The Effect of Work Stress and Discipline on Employee Performance at Capella Multidana Company Medan. *International Journal of Economic, Technology and Social Sciences (Injects)*, 1(2), 5-10.
- Hardi, S. F. (2020). Pengaruh Kepemimpinan dan Etos Kerja Terhadap Komitmen serta Kinerja Pegawai dengan Budaya Organisasi sebagai Variabel Moderasi pada Dinas Energi dan Sumber Daya Mineral Provinsi Riau. *Jurnal Ekonomi KIAT*, 31(2), 46-55.
- Lamere, L., Kirana, K. C., & Welsa, H. (2021). Analisis pengaruh gaya kepemimpinan dan etos kerja terhadap kinerja karyawan melalui motivasi sebagai variabel intervening. *Bisma: Jurnal Manajemen*, 7(2), 341-349.
- McClelland, D. C. (1985). *Human Motivation*. Cambridge University Press.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Nafisa, A. H., & Priyono, S. (2023). Pengaruh Leader Member Exchange, Karakteristik Pekerjaan, dan Komitmen Organisasional Terhadap Kinerja Karyawan. *Jurnal Ilmiah Wahana Pendidikan*, 9(9), 30-39.
- Pramanita, N., Conoras, M. I. Y., & Yulia, Y. (2022). Pengaruh kepuasan kerja, motivasi kerja dan komitmen organisasional terhadap kinerja karyawan PT. Trisula adijaya batam tahun 2022. *Journal of Management and Accounting (JMA)*, 1(2), 36-47.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson Education.
- Sari, I. P., & Nugraheni, R. (2019). Pengaruh Etos Kerja Islam Terhadap Kinerja Karyawan dengan Keadilan Organisasional dan Komitmen Organisasional Sebagai Variabel Intervening (Studi Pada Perawat Tetap Rumah Sakit Islam Sultan Agung Semarang).

- Diponegoro Journal of Management, 8(4), 106-118.
- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian Untuk Bisnis Metodologi Penelitian Untuk Bisnis Pendekatan Pengembangan Keahlian* (2nd ed.).
- Sembiring, D., & Husen, S. (2020). Pengaruh Motivasi, Disiplin Kerja, dan Komitmen Organisasi Terhadap Kinerja Pegawai. *JPIM (Jurnal Penelitian Ilmu Manajemen)*, 5(3), 286-298.
- Sugiyono, P. D. (2017). *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D*.
- Supriadi, F. (2021). Pengaruh Etos Kerja Terhadap Komitmen Organisasional Aparatur Sipil Negara Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Kubu Raya. *Jurnal Produktivitas: Jurnal Fakultas Ekonomi Universitas Muhammadiyah Pontianak*, 8(1).
- Suratno, S., & Fauzan, M. (2023). Pengaruh Motivasi Kerja, Efikasi Diri dan Etos Kerja Terhadap Komitmen Organisasional. *Management Studies and Entrepreneurship Journal (MSEJ)*, 4(4), 3773-3784.
- Utama, S. W., & Hidajat, S. (2022). Motivasi Kerja, Disiplin Kerja, dan Komitmen Organisasional terhadap Kinerja Pegawai pada Organisasi Sektor Publik. *Journal of Management and Bussines (JOMB)*, 4(2), 1391-1405.