# Assessing the Effect of Work Ethic, Job Satisfaction, and Organizational Support on Employee Performance through Organizational Commitment at PT Menthobi Mitra Lestari Pangkalan Bun

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**Abstract**

In the era of globalization and digitalization, the world of work is experiencing significant changes that affect various aspects of the organization, including work ethic, job satisfaction, organizational support, organizational commitment, and employee performance. This study aims to analyze the effect of work ethic, job satisfaction, and organizational support on organizational commitment and employee performance, with organizational commitment as an intervening variable. Data were collected through a 5-point Likert questionnaire distributed to employees of PT Menthobi Mitra Lestari Pangkalan Bun and analyzed using SMARTPLS. The results showed that work ethic and organizational support have a positive and significant effect on organizational commitment, but job satisfaction has no significant effect. In addition, organizational commitment has no significant effect on employee performance. The study also found that organizational commitment does not moderate the effect of work ethic, job satisfaction, and organizational support on employee performance. However, work ethic has a positive and significant effect on employee performance, while job satisfaction and organizational support have no significant effect. These findings indicate that organizational support is an important factor in increasing organizational commitment, and work ethic directly affects employee performance. This research contributes to the human resource management literature by highlighting the importance of work ethic and organizational support in the context of employee performance.

**Keywords:** *Work Ethic, Job Satisfaction, Organizational Support, Employee Performance, Organizational Commitment.*

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## A. INTRODUCTION

In the era of globalization and digitalization, the world of work has undergone significant changes that affect various aspects of the organization, including work ethic, job satisfaction, organizational support, organizational commitment, and employee performance. To compete in a competitive market, companies must continue to improve their employees' performance as the business world continues to grow. Work ethic, job satisfaction, and organizational support are three components that can affect employee performance. With a high work ethic and good organizational support, employees will be more enthusiastic and diligent. Conversely, organizational commitment is also very important as an intervening variable that can mediate the relationship between organizational support and work standards with employee performance.

Research on the relationship between work ethic, organizational commitment, and employee performance has been conducted by several researchers, with results showing the importance of these factors in creating a productive and harmonious work environment. Nisrina Hamid, Al Asy Ari Adnan Hakim, and Waode Maratun Shaleha (2021) found that work ethic and career development simultaneously have a significant effect on organizational commitment at the Claro Hotel in Kendari City. These results emphasize that increasing employee work ethic has a positive impact on organizational commitment. Atanasius Yudistira Putratama and Ni Wayan Sukmawati Puspitadewi (2021) also showed a significant and positive relationship between work ethic and organizational commitment in employees of PT "X", with an effective contribution of work ethic of 27.9% to the variation in organizational commitment. Erlangga Bima Sakti (2021) strengthened this finding by showing a positive and significant relationship between work ethic and organizational commitment in employees who work from home (WFH).

Devia Fairus Bilqis and Sri Widodo (2022) identified that organizational commitment and work ethic partially and simultaneously have a positive and significant effect on employee performance at PT. Greenspan Packaging System Jakarta. Stefanus Hendriatno and Marhalinda (2020) in their research at Bank Kota Bandung showed that job satisfaction partially has a positive and significant effect on organizational commitment, with a contribution of 85%. This study shows the importance of job satisfaction in increasing employee organizational commitment.

Research by Abdul Ghani, Dewi Susita, and Suherman (2022) found that organizational support has a positive and significant effect on the organizational commitment of employees in the sorting division. Stefanus Hendriatno and Marhalinda (2020) in their research at Bank Kota Bandung showed that organizational support partially has a positive and significant effect on organizational commitment. Siti Qomariyah (2021) also emphasized that perceptions of organizational support, transformational leadership, and organizational culture have a significant effect on the organizational commitment of student cooperative members at PTN Jember Regency.

Research by Shafira Rachmaniza (2020) shows that organizational competence and commitment affect employee performance. Hatim Syayidah Aslami (2021) also showed that organizational commitment and work environment simultaneously influence employee performance. Alberta Dwi Setyorini, Santi, and Sarfilianty Anggiani (2021) proved that organizational culture and organizational commitment simultaneously have a significant effect on employee performance at PT. Garuda Indonesia Tbk. Referring to previous studies, it can be concluded that work ethic, job satisfaction, and organizational support have an important role in increasing organizational commitment, which in turn has an impact on employee performance.

From the background of the problems previously described, this study addresses several key questions. First, does work ethic affect organizational commitment? Second, does job satisfaction influence organizational commitment?

Third, does organizational support impact organizational commitment? Fourth, does organizational commitment affect employee performance? Additionally, the study examines whether work ethic, job satisfaction, and organizational support affect employee performance through organizational commitment as an intervening variable. Lastly, it explores the direct effects of work ethic, job satisfaction, and organizational support on employee performance.

The purpose of this study is to provide an in-depth understanding and empirical evidence regarding the influence of work ethic and organizational support on organizational commitment and how this commitment, in turn, impacts employee performance. Specifically, the objectives are to determine the influence of work ethic, job satisfaction, and organizational support on organizational commitment, and to assess the subsequent impact of organizational commitment on employee performance. Furthermore, the study aims to explore how work ethic, job satisfaction, and organizational support influence employee performance directly and indirectly through organizational commitment.

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The expected benefits of this study are multifaceted. Firstly, it aims to provide valuable insights for the company, particularly in improving human resource management and policies related to HR aspects. Secondly, the study offers information about the company's condition from the perspective of employee performance and responses to various policies. Lastly, the findings can help the company take corrective actions for areas that are not yet optimal and sustain or enhance successful programs.

## B. METHOD

### 1. Thinking Process Framework

This study focuses on the influence of work ethic, job satisfaction, and organizational support on employee performance with organizational commitment as an intervening variable. The following is a framework of the thought process compiled based on previous research:

a. The Influence of Work Ethic on Organizational Commitment:

1) Nisrina Hamid, Al Asy Ari Adnan Hakim, and Waode Maratun Shaleha (2021) found that work ethic and career development simultaneously have a significant effect on organizational commitment. This shows that increasing employee work ethic can increase organizational commitment.
2) Atanasius Yudistira Putratama and Ni Wayan Sukmawati Puspitadewi (2021) found a significant and strong relationship between work ethic and organizational commitment, with a correlation coefficient value of 0.532 and a significance of 0.00.
3) Erlangga Bima Sakti (2021) also found a positive and significant relationship between work ethic and organizational commitment, including in the dimensions of affective, continuance, and normative commitment.

Based on this study, it can be assumed that a high work ethic will increase employee organizational commitment.

b. The Influence of Job Satisfaction on Organizational Commitment

Stefanus Hendriatno and Marhalinda (2020) showed that job satisfaction has a positive and significant influence on the organizational commitment of millennial generation employees at a Bank in Bandung City. Thus, it can be assumed that high job satisfaction will increase organizational commitment.

c. The Influence of Organizational Support on Organizational Commitment

Stefanus Hendriatno and Marhalinda (2020) and Sungging Darupaksi (2020) showed that organizational support has a positive and significant effect on organizational commitment. From these results, it can be assumed that employee perceptions of high organizational support will increase organizational commitment.

d. The Influence of Organizational Commitment on Employee Performance

Devia Fairus Bilqis and Sri Widodo (2022) and Riris Anggun Cahyani, Ocky Sundari, and Johnson Dongoran (2020) showed that organizational commitment has a positive and significant effect on employee performance. This shows that high organizational commitment will have a positive effect on improving employee performance.

e. The Influence of Work Ethic on Employee Performance with Organizational Commitment as an Intervening Variable

Previous research such as that conducted by Devia Fairus Bilqis and Sri Widodo (2022) showed that work ethic has a positive and significant effect on employee performance. With organizational commitment as an intervening variable, it is assumed that work ethic will have a positive impact on employee performance through increased organizational commitment.

f. The Influence of Job Satisfaction on Employee Performance with Organizational Commitment as an Intervening Variable

Stefanus Hendriatno and Marhalinda (2020) showed that job satisfaction has a positive and significant effect on employee performance.

It is assumed that job satisfaction will have a positive impact on employee performance through increased organizational commitment.

g. The Influence of Organizational Support on Employee Performance with Organizational Commitment as an Intervening Variable

Organizational support has a significant effect on employee performance as shown in the research of Siti Qomariyah (2021) and Stefanus Hendriatno and Marhalinda (2020). With organizational commitment as an intervening variable, it is assumed that organizational support will have a positive impact on employee performance through increased organizational commitment.

**Conceptual Framework**

The conceptual framework in this study is as follows:

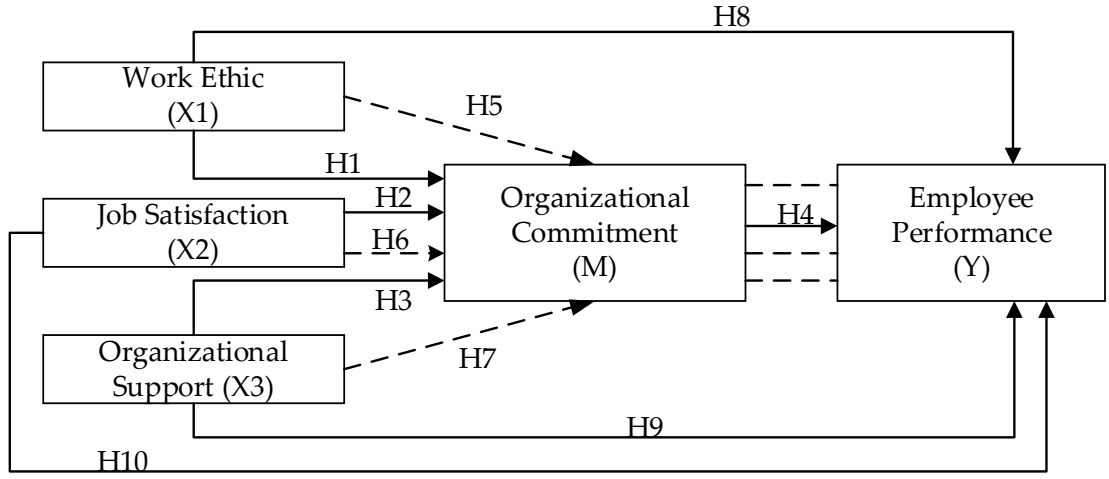



**Figure 1.** Conceptual Framework

**Information:**

——— The influence of variable X on variable M and variable M on variable Y

- - - - - - - - - - The influence of variable X on variable Y with variable M as mediation

**Hypothesis**

Based on the descriptions above, the researcher can provide several hypotheses in this study, namely:

H1: Work ethic has a positive and significant influence on organizational commitment.

H2: Job satisfaction has a positive and significant influence on organizational commitment.
H3: Organizational support has a positive and significant influence on organizational commitment.
H4: Organizational commitment has a positive and significant influence on employee performance.
H5: Work ethic has a positive and significant influence on employee performance with organizational commitment as an intervening variable.
H6: Job satisfaction has a positive and significant influence on employee performance with organizational commitment as an intervening variable.
H7: Support has a positive and significant influence on employee performance with organizational commitment as an intervening variable.
H8: Work ethic has a positive and significant influence on employee performance.
H9: Job satisfaction has a positive and significant influence on employee performance.
H10: Organizational support has a positive and significant influence on employee performance.

**Sampling Determination Procedure**

The sampling technique in this study was carried out using the Nonprobability Sampling type. Nonprobability Sampling, this type of sample is not selected randomly. Not all elements or elements of the population have the same opportunity to be selected as a sample. According to Sugiyono (2001:60) non probability sampling is a technique that does not provide the same opportunity/chance for each element or member of the population to be selected as a sample. The Nonprobability Sampling technique chosen was Saturated Sampling (census), which is a sampling method which all members of the population are used as samples. This is often done when the population is small, less than 100 people (Supriyanto and Machfudz, 2010: 188).

A sample is part of a population (part or representative of the population being studied). A research sample is part of a population taken as a data source and can represent the entire population. The determination of the number of samples used by the author in this study is by the census method based on the provisions put forward by Sugiyono (2002: 61-63), which states that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sampling is census." The sampling method used in this study is the saturated sampling method. The saturated sampling method is a sampling technique when all members of the population are used as samples. In this study, the sample to be taken is all employees of PT. Menthobi Mitra Lestari, namely 17 (seventeen) people.

**Variable Identification**

According to Sugiyono (2004:31), a variable is something that can be in any form that is determined by the researcher to study so that information is obtained about it and then conclusions are drawn. In this study, there are two variables, namely:

a. Independent Variable is a free variable (X) that affects the dependent variable, both positively and negatively. The independent variables in this study are work ethic, job satisfaction and organizational support.
b. Dependent Variable is a Mediating variable (M) consisting of 1 variable. The mediating variable in this study is organizational commitment.
c. Dependent Variable is a bound variable (Y) consisting of 1 variable. The dependent variable in this study is the performance of employees of PT. Menthobi Mitra Lestari Pangkalan Bun.

**Table 1.** Operational Definition of Variables

| No | Variables | Definition | Indicator |
|---|---|---|---|
| 1. | Work Ethic (X1) | The soul and work spirit are influenced by the perspective on work at PT. Menthobi Mitra Lestari Pangkalan Bun. | – Hard work<br>– Discipline<br>– Honest<br>– Responsible<br>– Diligent |
| 2. | Job Satisfaction (X2) | Job satisfaction is a pleasant or unpleasant state in which employees view their jobs. | - Wages<br>- Promotion<br>- Supervision<br>- Benefits<br>- Vacation |
| 3. | Organizational Support (X3) | Efforts are made by providing attention, appreciation, and improving the welfare of PT. Menthobi Mitra Lestari Pangkalan Bun employees in accordance with the contributions that employees have made to PT. Menthobi Mitra Lestari Pangkalan Bun | - Fairness<br>- Superior support<br>- Rewards and working conditions. |
| 4. | Organizational Commitment (M) | Organizational Commitment is a psychological construct that is a characteristic of PT. Menthobi Mitra Lestari Pangkalan Bun employees with their organization, and has implications for | - Affective Commitment<br>- Continuing Commitment<br>- Normative Commitment |

| | | | |
|---|---|---|---|
| | | individual decisions to continue their membership in the organization. | |
| 5. | Employee Performance (Y) | Performance is a work result achieved by an employee in accordance with the standards and criteria that have been set within a certain period of time (one year) at PT. Menthobi Mitra Lestari Pangkalan Bun. | - Quantity<br>- Quality<br>- Time utilization |

*Source: data processed in 2024*

**Data Collection Sources and Procedures**

According to Umar (2003:42), data sources are generally divided into two, namely:

a. Primary data

Is data obtained from the results of questionnaires that are usually conducted by researchers? In this study, primary data includes data obtained directly from employees of PT. Menthobi Mitra Lestari Pangkalan Bun.

b. Secondary data

Is primary data that has been further processed and presented. In this study, secondary data was obtained in finished form in the form of data that has been processed by the company employees of PT. Menthobi Mitra Lestari Pangkalan Bun This data is in the form of information about organizational support and organizational commitment, number of employees and others.

Data Collection Procedures, namely:

1) Observation techniques are used to obtain data and information about organizational commitment and a general description of PT. Menthobi Mitra Lestari Pangkalan Bun employees obtained directly from employees. Observations are carried out directly to the research object, namely the employees of PT. Menthobi Mitra Lestari Pangkalan Bun.
2) Interviews are a method of data collection carried out by interviewing or asking questions directly to the HRD Manager or employees of PT Menthobi Mitra Lestari during observations to obtain data related to the influence of organizational support on organizational commitment as material for writing this research.
3) Questionnaires are a method of data collection by providing a list of questions that are distributed to be answered by respondents to obtain written information data about the influence of organizational commitment on organizational commitment. This method is often considered effective because

respondents can directly put a checkmark (√) in the column provided, The questionnaire was given to all employees of PT. Menthobi Mitra Lestari Pangkalan Bun as respondents in the form of a list of questions and statements to obtain data and information directly from respondents

**Data Processing & Analysis**

Data were collected using a questionnaire distributed to employees of PT. Menthobi Mitra Lestari Pangkalan Bun. This questionnaire includes several sections: Section A: Respondent characteristics. Section B: Work Ethic Scale. Section C: Job Satisfaction Scale. Section D: Organizational Support Scale. Section E: Organizational Commitment Scale. Section F: Employee Performance Scale.

Questionnaire Preparation 5-Point Likert Scale: 1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree. Data were collected using a questionnaire distributed to employees of PT. Menthobi Mitra Lestari Pangkalan Bun. This questionnaire includes several sections: Section A: Respondent Characteristics; Section B: Work Ethic Scale; Section C: Job Satisfaction Scale; Section D: Organizational Support Scale; Section E: Organizational Commitment Scale; and Section F: Employee Performance Scale. Questionnaire Preparation 5-Point Likert Scale: Strongly Disagree; 2: Disagree; 3: Neutral;4: Agree; 5: Strongly Agree. Data Processing with SMARTPLS.

## C. RESULT AND DISCUSSION

**Overview of Research Objects**

PT. Menthobi Mitra Lestari is a private company engaged in oil palm plantations located in Lamandau Regency, Central Kalimantan Province. The establishment of PT. Menthobi Mitra Lestari (MMiL) according to notarial deed Surya SH No. 01 dated 01 September 2005 and based on the Approval of the Department of Law and Human Rights No. C-03778 / HT.Ol.01 / TH2006. Based on the Decree of the Regent of Lamadau No. EK.525.26 / 01 / \ V / 2OOS has granted a plantation location permit to PT. Menthobi Mitra Lestari dated 20 September 2005 covering an area of 18,000 Ha located in Lubuk Hiju Village, Menthobi Raya District, Lamandau Regency, Central Kalimantan Province and the Decree of the Regent of Lamandau concerning Plantation Business Permit (IUP) No. EK525.26 / 78N / 2006 dated 15 May 2006. On this basis, PT. MMiL has started a plantation business by conducting the first planting in 2006. In 2007, by the appeal of the Governor of Central Kalimantan regarding the temporary suspension of activities, letter No. 522.1 l / O99 / EK dated July 3, 2007. The business field of PT. Menthobi Mitra Lestari was engaged in the agribusiness sector until 2007 with a planted area of 1,250 Ha. Several years later, PT. MMiL finally separated from its business partner Bakrie Group and started to stand alone precisely in January 2017.

**Calculation Result**

Based on the first stage, it can be seen that the outer loading value for each indicator on each variable in the model. The outer loading value for an indicator that has a value above 0.50 means that the variable indicator is valid. And it is known that there is still an outer loading value from the variable indicator that has an outer loading value below 0.50, namely in indicators X1.5., X1.9, X1.10 and X2.10, which means that the indicator of the variable is invalid and in this study for invalid indicators are eliminated or removed. From the invalid indicators that have been eliminated, the outer loading value in the research model can be known as in the image below:

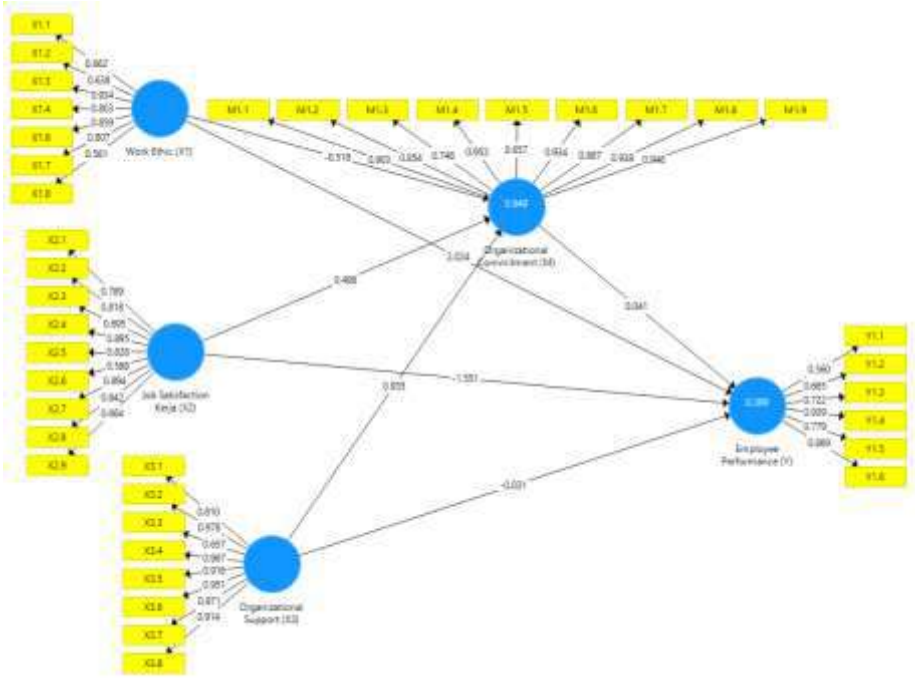


**Figure 2.** Outer Model Test Results

Based on the image above, it can be seen that the outer loading value of each indicator in this research model has a value above 0.50, meaning that all indicators of the variables in this model are valid.

In addition to the outer loading value, the validity of the variable indicators in this model can also be seen from the AVE value and the AVE root value. The AVE value and the AVE root in this model can be seen in the table below:

**Table 2.** Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Organizational Support (X3) | 0.965 | 0.973 | 0.972 | 0.813 |
| Work Ethic (X1) | 0.900 | 0.935 | 0.920 | 0.628 |
| Job Satisfaction (X2) | 0.923 | 0.949 | 0.935 | 0.618 |
| Employee Performance | 0.863 | 0.934 | 0.892 | 0.587 |

| | | | | |
|---|---|---|---|---|
| Organizational Commitment (M) | 0.959 | 0.966 | 0.966 | 0.760 |

Source: Data Processing Results with SmartPLS, 2024

Based on the table above, it can be seen that the AVE value of each construct has a value greater than 0.50 so it can be seen that all constructs in this research model are valid. Besides that has passed the collinearity test, and reliability test. To test the model structure (inner model) in this study, the R2 (R Square) value test was used. R2 is a measure of the proportion of variation in the value of the influenced variable (endogenous) that can be explained by the influencing variable (exogenous).

**Table 3.** R2 Value

| | R Square | R Square Adjusted |
|---|---|---|
| Employee Performance | 0.399 | 0.198 |
| Organizational Commitment (M) | 0.949 | 0.938 |

Source: Data Processing Results with SmartPLS, 2024

Based on the table above, it can be seen that the R2 value of Employee Performance of 0.399 is included in the substantial proportion (moderate proportion), which means that the proportion of variation in the value of the endogenous variable that can be explained by the chosen variable in this study is 39.9%, the remaining 60.1% is explained by other variables outside the model in this study and the R2 value of Organizational Commitment of 0.949 is included in the substantial proportion (moderate proportion), which means that the proportion of variation in the value of the endogenous variable that can be explained by the chosen variable in this study is 94.9%, the remaining 5.1% is explained by other variables outside the model in this study.

**Hypothesis Testing**

To test the hypothesis in this model, see the graph and table below:

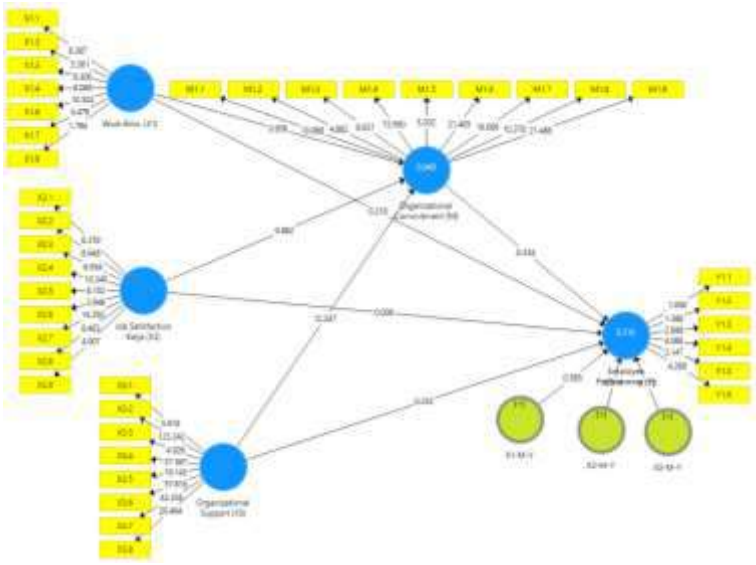


**Figure 3.** Path Analysis
Source: Data Processing Results with SmartPLS, 2024

**Table 4.** Path Coefficients (Mean, STDEV, T-Values, P-Values)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| Organizational Support (X3) -> Employee Performance (Y) | 0.512 | 0.871 | 2.822 | 0.182 | 0.856 |
| Organizational Support (X3) -> Organizational Commitment (M) | 0.935 | 0.933 | 0.080 | 11.752 | 0.000 |
| Work Ethic (X1) -> Employee Performance (Y) | 0.728 | 0.941 | 0.092 | 7.128 | 0.038 |
| Work Ethic (X1) -> Organizational Commitment (M) | -0.518 | -0.409 | 0.448 | 1.156 | 0.248 |
| Job Satisfaction (X2) -> Employee Performance (Y) | 0.024 | -0.405 | 5.483 | 0.004 | 0.997 |
| Job Satisfaction (X2) -> Organizational Commitment (M) | 0.498 | 0.402 | 0.470 | 1.061 | 0.289 |
| Organizational Commitment (M) -> Employee Performance (Y) | -0.657 | -0.915 | 2.654 | 0.248 | 0.805 |
| X1^M -> Employee Performance (Y) | 1.981 | -0.544 | 5.526 | 0.358 | 0.720 |
| X2^M -> Employee Performance (Y) | 2.257 | 0.794 | 5.784 | 0.390 | 0.697 |
| X3^M -> Employee Performance (Y) | 0.831 | 0.896 | 0.086 | 9.224 | 0.029 |

Source: Data Processing Results with SmartPLS, 2024

Based on the table above, it can be seen that:

1) The influence of work ethic on organizational commitment is known to have a significance value (p-value) of 0.248 which is smaller than 0.05, meaning that there is no positive influence but it is not significant. (Hypothesis 1 is rejected/not proven true)

2) The effect of job satisfaction on organizational commitment is known to have a significance value (p-value) of 0.289 greater than 0.05, meaning that there is no positive but insignificant effect. (Hypothesis 2 is rejected/not proven true)
3) The effect of organizational support on organizational commitment is known to have a significance value (p-value) of 0.000 less than 0.05, meaning that there is a positive and significant effect. (Hypothesis 3 is accepted/proven true)
4) The effect of organizational commitment on employee performance is known to have a significance value (p-value) of 0.805 greater than 0.05, meaning that there is no positive and insignificant effect. (Hypothesis 4 is rejected/not proven true)
5) Moderation of Organizational Commitment the effect of work ethic on employee performance is known to have a significance value (p-value) of 0.720 greater than 0.05, meaning that there is no positive and insignificant effect. (Hypothesis 5 is rejected/not proven true)
6) Moderation of Organizational Commitment in the influence of job satisfaction on employee performance is known to have a significance value (p-value) of 0.697 greater than 0.05, meaning that organizational commitment does not moderate positively and is not significant in the influence of job satisfaction on employee performance. (Hypothesis 6 is rejected/not proven true)
7) Moderation of Organizational Commitment in the influence of organizational support on employee performance is known to have a significance value (p-value) of 0.359 greater than 0.05, meaning that Organizational Commitment does not moderate positively but is not significant in the influence of organizational support on employee performance. (Hypothesis 7 is rejected/not proven true)
8) The influence of work ethic on employee performance is known to have a significance value (p-value) of 0.038 smaller than 0.05, meaning that there is a positive and significant influence. (Hypothesis 8 is accepted/proven true)
9) The effect of job satisfaction on employee performance is known to have a significance value (p-value) of 0.997, greater than 0.05, meaning that there is no positive but not significant effect. (Hypothesis 9 is rejected/not proven true)
   The effect of organizational support on employee performance is known to have a significance value (p-value) of 0.856, greater than 0.05, meaning that there is no positive and not significant effect. (Hypothesis 10 is rejected/not proven true)

**Discussion**

Hypothesis 1: The effect of work ethic on organizational commitment

Results: The significance value of 0.248 is greater than 0.05, meaning that there is no positive but not significant effect.

Discussion: This finding is different from previous studies which generally found a positive and significant relationship between work ethic and organizational

commitment. This may be due to differences in the organizational context or characteristics of the samples in this study.

Hypothesis 2: The effect of job satisfaction on organizational commitment
Results: The significance value of 0.289 is greater than 0.05, meaning that there is no positive but not significant effect.
Discussion: This result contradicts research that shows that job satisfaction has a significant effect on organizational commitment. This difference may be caused by factors such as organizational culture or different work environment conditions.

Hypothesis 3: The effect of organizational support on organizational commitment
Results: The significance value of 0.000 is less than 0.05, meaning that there is a positive and significant effect.
Discussion: This result is in line with many studies that show that organizational support has a positive and significant effect on organizational commitment. Organizational support creates a sense of security and justice that increases employee commitment.

Hypothesis 4: The effect of organizational commitment on employee performance
Results: The significance value of 0.805 is greater than 0.05, meaning that there is no positive and not significant effect.
Discussion: This finding contradicts most studies that show a positive relationship between organizational commitment and employee performance. Contextual factors such as the type of work or a particular situation in the organization may influence these results.

Hypothesis 5: Moderation of Organizational Commitment on the effect of work ethic on employee performance
Results: The significance value of 0.720 is greater than 0.05, meaning that there is no positive and insignificant effect.
Discussion: This study found no evidence that organizational commitment moderates the effect of work ethic on employee performance. This may be due to other more dominant moderator variables or the inappropriateness of the moderation model used.

Hypothesis 6: Moderation of Organizational Commitment in the influence of job satisfaction on employee performance
Results: The significance value of 0.697 is greater than 0.05, meaning that organizational commitment does not moderate positively and is not significant in the influence of job satisfaction on employee performance.

Discussion: These results indicate that the role of organizational commitment as a moderator is not significant. This may be due to job satisfaction directly affecting performance without needing to be moderated by organizational commitment.

Hypothesis 7: Moderation of Organizational Commitment in the influence of organizational support on employee performance
Results: The significance value of 0.359 is greater than 0.05, meaning that Organizational Commitment does not moderate positively but is not significant in the influence of organizational support on employee performance.
Discussion: These findings indicate that organizational support has a direct influence on employee performance without needing to be moderated by organizational commitment.

Hypothesis 8: The influence of work ethic on employee performance
Results: The significance value of 0.038 is smaller than 0.05, meaning that there is a positive and significant influence.
Discussion: This finding is consistent with research showing that work ethic has a positive effect on employee performance. A high work ethic encourages employees to work harder and more efficiently.

Hypothesis 9: The effect of job satisfaction on employee performance
Results: The significance value of 0.997 is greater than 0.05, meaning that there is no positive but not significant effect.
Discussion: This result is contrary to most studies showing that job satisfaction has a positive effect on employee performance. There may be other variables that are more influential in the context of this study.

Hypothesis 10: The effect of organizational support on employee performance
Results: The significance value of 0.856 is greater than 0.05, meaning that there is no positive and not significant effect.
Discussion: This result is contrary to many studies that find a positive effect of organizational support on performance. Specific factors in the organization or sample used may influence this result.

## D. CONCLUSION

The study revealed several key insights into the relationships between work ethic, job satisfaction, organizational support, organizational commitment, and employee performance. First, it found that work ethic does not have a significant effect on organizational commitment, which contradicts several previous studies that reported a positive and significant relationship between these variables.

Similarly, the study showed that job satisfaction does not significantly influence organizational commitment, a finding that also runs counter to many earlier studies.

Organizational support was found to have a positive and significant effect on organizational commitment, highlighting that organizational support is a crucial factor in enhancing employee commitment. However, the study also discovered that organizational commitment does not have a significant impact on employee performance, a result that differs from the conclusions of numerous previous studies. The study examined the moderating role of organizational commitment and found that it does not moderate the effects of work ethic, job satisfaction, and organizational support on employee performance. Despite these findings, the work ethic was identified as having a positive and significant effect on employee performance, aligning with the results of many prior studies. Contrary to expectations and previous research, the study showed that job satisfaction does not significantly affect employee performance. Additionally, organizational support was found to have no significant impact on employee performance, which again contradicts the findings of earlier studies.

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