

**THE INFLUENCE OF WORK ETHIC AND ORGANIZATIONAL
COMMITMENT ON EMPLOYEE PERFORMANCE AT
PT. BTN (PERSERO) MEDAN BRANCH OFFICE**

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Abstract

This study aims to analyze the influence of work ethic on employee performance, ascertain the impact of organizational commitment on employee performance, and determine the combined influence of work ethic and organizational commitment on employee performance. The research is of a quantitative nature with an associative approach. The study's population consists of employees at PT. Bank Tabungan Negara (Persero) Tbk Medan Branch Office. Simple random sampling was employed to select a sample of 61 respondents. The findings reveal that the work ethic variable (X1) significantly affects employee performance, as does organizational commitment (X2). Work ethic and organizational commitment collectively influence employee performance. The determination test yielded a correlation coefficient (R) value of 0.661, indicating a relatively strong relationship between work ethic, organizational commitment, and employee performance. The adjusted R-square value, or coefficient of determination, suggests that 41.7% of employee performance variance can be explained by work ethic and organizational commitment variables, while the remaining 58.2% is influenced by other unexamined variables.

Keywords: Employee Performance, Organizational Commitment, Work Ethics.

1. INTRODUCTION

In the current era of globalization, intense competition in the banking industry is one of the factors influencing a company's success in achieving its goals. The banking business can meet expectations when it has human resources that share the same objectives as the company (Citra et al., 2018). Human resources are the primary driving force in carrying out all activities to achieve these objectives (Juniarti & Setia, 2021). Human resource management is both the science and art of effectively and efficiently organizing the roles and relationships of the workforce to contribute to the realization of the company's, employees', and the community's goals (Priyono & Darma, 2016).

The most critical resource for a banking company is its human resources (Silaban & Siregar, 2023). These individuals provide their energy, creativity, and effort to the company. Banking institutions need employees who perform well in their business activities. Employee performance is a factor that influences the success of achieving the company's objectives (Furqan & Siregar, 2022). To enhance employee performance and achieve the company's objectives, it requires the support of skilled, creative, and competent employees in their respective fields. According to Mangkunegara (2016), employee performance represents the quality and quantity of work accomplished by an employee in fulfilling their responsibilities. Therefore, to fulfill their responsibilities, an employee must possess a strong work ethic and commitment.

PT. BTN (Persero) Medan Branch Office is a State-Owned Enterprise (SOE) operating in the banking sector. PT. BTN is committed to being a bank that serves and supports housing financing through three main products: retail banking, business banking, and sharia banking. In 2020, the performance of employees at PT. BTN (Persero) Medan Branch Office experienced a decline. This suggests that, while the average employee performance is generally good, the overall capability of employees has not reached an ideal state, namely, a very high level of performance. Moreover, the increasing number of employees falling under the fairly good performance category indicates a potential decrease in the individual performance of employees.

The observed phenomenon of declining very high-performance employees and the growing number of fairly good performance employees at PT. BTN (Persero) Medan Branch Office indicates that employees are facing challenges in fulfilling their tasks and responsibilities. This necessitates an investigation into the factors contributing to the decline in employee performance, particularly regarding work ethic and commitment among all employees at PT. BTN (Persero) Medan Branch Office. Identifying the influential factors in the decline of employee performance at PT. BTN (Persero) Medan Branch Office is crucial because a lack of work ethic and commitment among employees can lead to a loss of motivation, resulting in delayed and neglected responsibilities. Low work ethic can significantly affect job performance and execution, with employees demonstrating insufficient awareness and compliance with the established company rules (Yuliani & Siregar, 2023). Conversely, without strong commitment or a firm agreement among employees, the goals of the company or organization are more likely to fail or remain unattained.

A preliminary study conducted through interviews with employees at PT. BTN (Persero) Medan Branch Office revealed several employees demonstrating suboptimal performance, a lack of enthusiasm at work, subpar work output, and some employees either arriving on time at the office or leaving before the end of the workday. These observations point to a lack of employee discipline in terms of work ethics. Furthermore, there are instances of employees not actively participating in decision-making processes and demonstrating a lack of dedication by failing to invest time and effort into their work. These indicators collectively suggest a deficiency in organizational commitment among employees at PT. BTN (Persero) Medan Branch Office.

Identifying the influence of work ethic and organizational commitment on the decline in employee performance is crucial because the absence of a strong work ethic, especially regarding work responsibilities at PT. BTN (Persero) Medan Branch Office, can lead to reduced dedication, motivation, and a lack of accountability in fulfilling work responsibilities. Organizational commitment can also affect employee performance, potentially leading to a lack of initiative in completing tasks effectively, poor time management, and a lack of loyalty to the company.

This study aims to investigate the impact of work ethic and organizational commitment on the declining employee performance at PT. BTN (Persero) Medan Branch Office, focusing on the identification of factors contributing to the decline in very high-performance employees and the increase in fairly good performance employees.

2. LITERATURE REVIEW

2.1. Human Resource Management

According to Schuler et al. (1992) as cited in (Priyono & Darma, 2016), Human Resource Management is the recognition of the significance of organizational employees as a vital human resource contributing to the objectives of the organization. It involves the use of various functions and activities to ensure that human resources are effectively and equitably utilized for the benefit of individuals, the organization, and the society.

Kaswan (2012) defines Human Resource Management as a component of management encompassing aspects such as planning, organizing, directing, and more. It deals with human resources – individuals who are ready, willing, and capable of contributing to the stakeholders' goals. Human Resource Management is concerned with the well-being of individuals within the organization, promoting effective collaboration and contribution to organizational success.

2.2. Work Ethic

Sutrisno (2016) characterizes work ethic as binding norms, implicitly emphasized practices, and accepted customs considered normal for members of an organization to uphold and establish in their lives. Work ethic represents the distinctive work spirit of an individual or a group (Juniarti & Setia, 2021), rooted in ethics and work perspectives that are believed and embodied through commitment and concrete behavior in the workplace (Graham, 2019).

Jansen, as presented by Rahayu et al. (2017), asserts that "Work Ethic is the distinctive behavior of a community or organization, encompassing motivating factors, key characteristics, core spirit, fundamental thoughts, ethical codes, moral codes, behavioral codes, attitudes, aspirations, beliefs, principles, and standards."

2.3. Organizational Commitment

Luthans, according to Sutrisno (2016), defines organizational commitment as the strong desire to be a member of a group, a high willingness to put in effort for the organization, a specific belief, and an acceptance of the organization's values and goals. Colquitt et al., (2014), defines organizational commitment as the inclination of some employees to remain as members of the organization. Organizational commitment measures employees' willingness to stay with the company in the future.

Organizational commitment influences whether employees choose to remain as organization members or seek new employment. Kaswan (2012) characterizes organizational commitment as the readiness of employees to remain with a company in the future. Commitment often reflects employees' trust in the organization's mission and goals, willingness to make an effort in completing tasks, and the desire to continue working there.

2.4. Employee Performance

Robbins, S. P., & Judge (2013) defines performance as the outcomes achieved by employees in their work according to specific job criteria. Meanwhile, Mathis et al. (2017), describe performance as essentially what employees do or do not do. Performance management encompasses all activities undertaken to improve an organization's or company's performance, including the performance of individual employees and workgroups within the organization.

Pangabeian et al. (2022) characterize employee performance as a representation of the work carried out by employees, typically used as a foundation or benchmark to

evaluate personnel within an organization. Consequently, performance is a factor in achieving organizational objectives, and efforts must be made to enhance employee performance.

2.5. Previous Research

Nugraha (2018) conducted a study titled: "The Influence of Work Ethic and Organizational Commitment on Employee Performance in the Credit Department at PT. Bank Riau Kepri Pekanbaru." The objective of this research was to determine the extent of the influence of work ethic and organizational commitment on employee performance in the Credit Department at PT. Bank Riau Kepri Pekanbaru. The independent variables utilized were Work Ethic and Organizational Commitment, while the dependent variable was Employee Performance. The study's population consisted of 32 employees in the Credit Department at PT. Bank Riau Kepri Pekanbaru. The sampling method employed was purposive sampling, focusing exclusively on the Credit Department. Data sources included both primary and secondary data, with data collection conducted using questionnaires. Data analysis encompassed multiple linear regression, the F-test, and determination test (R^2). The study aimed to produce two primary outcomes: substantive technical contributions and scholarly publications. The findings revealed that work ethic and organizational commitment had a simultaneous positive influence, but this influence was not statistically significant, as evidenced by the R Square value of 0.568, indicating a moderate level of influence.

Akwani & Suwitho (2021) conducted a study titled: "The Influence of Work Ethic, Work Environment, and Organizational Commitment on Employee Performance at PT. Saba Indomedika Surabaya." The research aimed to assess the extent of the influence of work ethic, work environment, and organizational commitment on employee performance at PT. Saba Indomedika Surabaya. The independent variables were Work Ethic, Work Environment, and Organizational Commitment, while the dependent variable was Employee Performance. This study utilized a quantitative approach with primary data supported by responses from respondents through questionnaires. The sampling method employed was saturation sampling, involving 50 employee respondents at PT. Saba Indomedika Surabaya. Based on t-test analysis, the research findings indicated that work ethic had a positive and significant influence on employee performance at PT. Saba Indomedika Surabaya. Similarly, the work environment variable exhibited a positive and significant impact on employee performance, as did the organizational commitment variable.

Luthfia et al. (2017) conducted a study titled: "The Influence of Work Ethic and Organizational Commitment on Employee Performance at the Office of the Ministry of Religious Affairs in Batu City." The independent variables employed were Work Ethic and Organizational Commitment, while the dependent variable was Employee Performance. The study revealed that work ethic, specifically involving work enthusiasm, character, attitude, and beliefs, significantly influenced employee performance at the Office of the Ministry of Religious Affairs in Batu City. Work discipline, including effective time management, adherence to institutionally established regulations, and job responsibility, also significantly influenced employee performance. Additionally, organizational commitment, encompassing justice and support, shared values, trust, and job involvement, exhibited a significant influence on employee performance at the Office of the Ministry of Religious Affairs in Batu City. Collectively, work ethic, work

discipline, and organizational commitment significantly influenced employee performance at the said institution.

3. RESEARCH METHODS

The research methodology employed in this study is a quantitative research method with an associative approach (Hardani et al., 2020). This approach is well-suited for investigating relationships and associations between variables. In this research, the entire workforce of PT. Bank Tabungan Negara (Persero) Tbk Medan Branch Office in the year 2023, consisting of 158 employees, was considered the population. The use of the entire employee population enhances the study's representativeness. To create a manageable sample, the researcher employed the Simple Random Sampling method, ensuring that each employee in the population had an equal chance of being selected. This method is crucial in reducing biases and making the sample findings more generalizable to the broader population.

Data collection in this study encompassed several key techniques, including a comprehensive review of existing literature, the distribution of questionnaires to gather self-reported data, direct observation, and interviews with the employees. These varied data collection methods provide a robust and well-rounded dataset, allowing for a comprehensive analysis. Subsequently, the collected data was processed and analyzed using SPSS software version 25, a widely accepted tool for quantitative data analysis (Janie, 2012).

4. RESULTS AND DISCUSSION

4.1. Result

The following is a summary of employee performance evaluations at PT. Bank Tabungan Negara Medan Branch Office from 2017 to 2020:

**Table 1. Summary of Employee Performance Evaluation Data
at PT. Bank Tabungan Negara Medan Branch Office from 2017 to 2020**

Year	Presentation				Total
	Very Good	Good	Enough	Less	
2017	18,92 %	54,05 %	24,32 %	2,70 %	100 %
2018	15,79 %	57,89 %	26,32 %	0	100 %
2019	13,16 %	52,63 %	31,58 %	2,63 %	100 %
2020	12,82 %	41,03 %	41,03 %	5,13 %	100 %

Source: Data Compilation of PT. BTN Medan Branch Office, (2023)

Table 1 reveals that the employee performance assessments at PT. BTN (Persero) Medan Branch Office are mostly rated as good, with no employees falling below this level. However, the table also indicates a consistent decline in the number of employees who perform at a very high level each year, while the number of employees with a fairly good performance rating steadily increases. In 2017, 24.32% of employees were in this category, rising to 26.32% in 2018, 31.58% in 2019, and 41.03% in 2020.

4.1.1. Validity Test

In this research, the validity test for the employee performance variable (Y) was conducted with 61 respondents, having a degree of freedom (df) of 59 respondents and a critical t-value (r_{table}) of 0.252. The results of the validity test for the Work Ethic variable (X1) are presented in Table 2 below:

Table 2. Validity Test Result of Each Variable

Variable	Statement	r-statistic	r-table	Description
Work Ethic	Statement X1.1	0,714	0,252	Valid
	Statement X1.2	0,461	0,252	Valid
	Statement X1.3	0,760	0,252	Valid
	Statement X1.4	0,467	0,252	Valid
	Statement X1.5	0,782	0,252	Valid
	Statement X1.6	0,770	0,252	Valid
Organizational Commitment	Statement X2.1	0,411	0,252	Valid
	Statement X2.2	0,494	0,252	Valid
	Statement X2.3	0,532	0,252	Valid
	Statement X2.4	0,550	0,252	Valid
	Statement X2.5	0,351	0,252	Valid
	Statement X2.6	0,575	0,252	Valid
	Statement X2.7	0,464	0,252	Valid
	Statement X2.8	0,473	0,252	Valid
	Statement X2.9	0,477	0,252	Valid
	Statement X2.10	0,419	0,252	Valid
Employee Performance	Statement Y.1	0,780	0,252	Valid
	Statement Y.2	0,450	0,252	Valid
	Statement Y.3	0,725	0,252	Valid
	Statement Y.4	0,732	0,252	Valid
	Statement Y.5	0,482	0,252	Valid
	Statement Y.6	0,603	0,252	Valid
	Statement Y.7	0,645	0,252	Valid
	Statement Y.8	0,590	0,252	Valid
	Statement Y.9	0,446	0,252	Valid
	Statement Y.10	0,798	0,252	Valid
	Statement Y.11	0,349	0,252	Valid
	Statement Y.12	0,461	0,252	Valid

Consequently, based on the results of the validity test, it can be concluded that all the statements for the variables, namely Work Ethic, Organizational Commitment, and Employee Performance, are considered valid according to the established criteria. This suggests that the data collected for each variable is reliable and can be used for further analysis or research purposes.

4.1.2. Reliability Test

Table 3. Reliability Test Result

Variables	Croanbach's Alpa	Description
Work Ethic	0.747	Reliable
Organizational Commitment	0.667	Reliable
Employee Performance	0.827	Reliable

Based on Table 3, it can be observed that the reliability coefficients (Cronbach's Alpha) for the variables Ethic of Work (X1) is 0.747, Organizational Commitment (X2) is 0.667, and Employee Performance (Y) is 0.827. Consequently, the reliability coefficients exceed the threshold of > 0.60 , indicating that all research instruments are deemed reliable and suitable for inclusion as variables in this research measurement.

4.1.3. Normality Test

A. Kolmogorov-Smirnov

Table 4. Normality Test Result using Kolmogorov-Smirnov

N	61	
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	3.72507699
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.062
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the data processing results in Table 4, it can be observed that the Kolmogorov-Smirnov value is 0.200. This value adheres to the criteria for declaring data normality, wherein the asymp. Sig value should be greater than 0.05. Consequently, it can be inferred that the data under consideration follows a normal distribution.

B. Histogram Graph

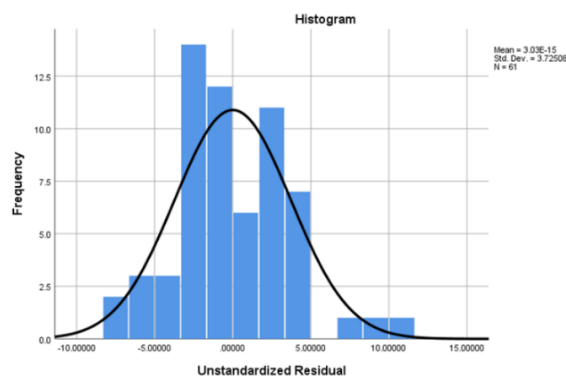


Figure 1. Histogram Graph

Based on Figure 1, it can be observed that the histogram graph exhibits a bell-shaped pattern and is not heavily skewed to the right or left. From this data, it can be concluded that the data conforms to a normal distribution.

C. P-P Plot Graph

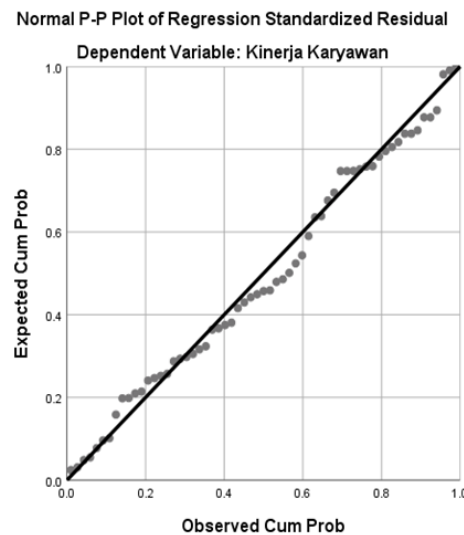


Figure 2. Normality Probability Plot (P-P Plot) Graph

Based on Figure 2, it can be concluded that the data is distributed around the diagonal line, following the direction of the diagonal line. Hence, the regression model used can satisfy the assumption of normality.

4.1.4. Multicollinearity Test

To test for multicollinearity, the tolerance and VIF (Variance Inflation Factor) methods are employed for each independent variable. If the Tolerance value is greater than > 0.10 , it can be inferred that the data is free from multicollinearity.

Table 5. Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		Tolerance	VIF
	B	Std. Error					
(Constant)	10.867	6.205	1.751	.085			
X1	.862	.196	.475	.639		.832	1.202
X2	.403	.143	.304	.767		.832	1.202

a. Dependent Variable: Employee Performance

Based on Table 5, it can be determined that the tolerance values for each variable are 0.832, which is greater than 0.10. Additionally, the VIF values for each variable are 1.202, which is less than 10. Consequently, it can be concluded that there is no

multicollinearity among the independent variables, and the regression model is considered suitable for the regression equation.

4.1.5. Heteroscedasticity Test

A good heteroskedasticity test would indicate the absence of heteroskedasticity, as the presence of heteroskedasticity in a regression model can lead to variability in the analysis results. Data points should not exhibit a specific pattern and should be evenly dispersed across the range.

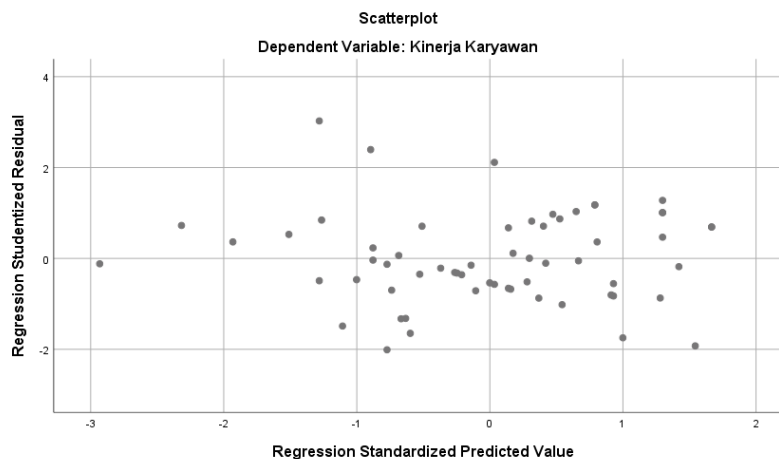


Figure 3. Scatterplot of Heteroscedasticity Test Result

Based on Figure 3, it can be observed that the data points are evenly scattered, and they do not form a specific pattern. The data points are distributed both above and below zero, indicating random dispersion. This suggests that there is no presence of heteroskedasticity in the regression model in this study.

4.1.6. Multiple Linear Regression Analysis

The purpose of this multiple linear regression analysis is to examine the independent variables, namely Ethic of Work (X1) and Organizational Commitment (X2), with respect to Employee Performance (Y).

Table 6. Multiple Linear Regression Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	10.867	6.205		1.751	.085
X1	.862	.196	.475	4.391	.000
X2	.403	.143	.304	2.814	.007

a. Dependent Variable: Employee Performance

Based on the results of the regression analysis, the multiple linear regression model used in this study is represented as follows: $Y = 10.867 + 0.862X1 + 0.403X2$. In this

regression equation, it can be concluded that the regression coefficient for Ethic of Work (X1) is 0.862, meaning that for each one-unit increase in variable X1, Employee Performance (Y) increases by 0.862. Similarly, the regression coefficient for Organizational Commitment (X2) is 0.403, indicating that for each one-unit increase in variable X2, Employee Performance (Y) increases by 0.403.

4.1.7. Partial Significance Test (t-test)

The t-test is used to determine whether the variables Ethic of Work (X1) and Organizational Commitment (X2) have a statistically significant partial effect on Employee Performance (Y).

Table 7. Partial Significance Test (t-test) Results

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	10.867	6.205		1.751	.085
X1	.862	.196	.475	4.391	.000
X2	.403	.143	.304	2.814	.007

a. Dependent Variable: Employee Performance

Based on the test results using statistical software, it was found that the Ethic of Work (X1) variable has a significant impact on Employee Performance. This can be observed from the significance value of the Ethic of Work variable (X1), which is sig = 0.000 (less than 0.05), and the t-value is 4.391 (greater than 1.671). Therefore, Ha1 is accepted. Thus, it can be concluded that the Ethic of Work (X1) variable has a significant effect on Employee Performance (Y).

Similarly, based on the test results using statistical software, it was found that the Organizational Commitment (X2) variable also has a significant impact on Employee Performance. This can be observed from the significance value of the Organizational Commitment variable (X2), which is sig = 0.007 (less than 0.05), and the t-value is 2.814 (greater than 1.671). Therefore, Ha1 is accepted. Thus, it can be concluded that the Organizational Commitment (X2) variable has a significant effect on Employee Performance (Y).

4.1.8. Simultaneous Test (F-test)

The simultaneous test (F-test) is conducted to determine whether the independent variables, Ethic of Work (X1) and Organizational Commitment (X2), collectively influence the dependent variable, Employee Performance (Y).

Table 8. Simultaneous Test (F-test) Results

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	644.412	2	322.206	22.446	.000b
Residual	832.572	58	14.355		
Total	1476.984	60			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment, Work Ethic

Based on Table 8, it can be determined that the F-statistic value is 22.446, which is greater than the F-table value of 3.09, or the significance value (sig.) is 0.000, which is less than 0.05. Consequently, it can be concluded that the independent variables, namely Ethic of Work (X1) and Organizational Commitment (X2), collectively have a positive and significant influence on the dependent variable, Employee Performance (Y).

4.1.9. Coefficient of Determination Test (R-squared)

Here are the results of the coefficient of determination test conducted in the study:

Table 9. Coefficient of Determination Test (R²) Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.436	.417	3.789

a. Predictors: (Constant), Organizational Commitment, Work Ethic

b. Dependent Variable: Employee Performance

Based on Table 9, it can be determined that the R-value is 0.661, which means that there is a 67.0% relationship between the Ethic of Work (X1) and Organizational Commitment (X2) variables concerning Employee Performance (Y). This indicates a strong relationship between the variables. The R-squared value (R²) is 0.417, signifying that 41.7% of the Employee Performance at PT. BTN (Persero) Medan Branch Office can be influenced by Ethic of Work (X1) and Organizational Commitment (X2). The remaining 58.3% is affected by other variables not included in this study.

4.2. Discussion

4.2.1. The Influence of Work Ethic (X1) on Employee Performance (Y)

Based on the previously examined data, it can be observed that the statements concerning the Work Ethic (X1) variable, Organizational Commitment (X2), and the dependent variable, Employee Performance (Y) are both valid and reliable, rendering them suitable for this research. The study on work ethic encompasses three indicators: interpersonal skills, initiative, and dependability. The most influential indicator in this research is the interpersonal skills indicator, with 60.6% strongly agreeing that employees can adapt and collaborate with other employees. Additionally, the dependability indicator, in which employees can always attend company meetings or perform company activities outside of working hours, garnered 59.0% strongly agreeing responses.

The test results for the Work Ethic (X1) variable yielded a t-value (t-statistic) of 4.391, where the t-value is greater than the t-table value (t-table) of 1.671 ($4.391 > 1.671$), and the significance level (p-value) is less than 0.05 ($0.000 < 0.05$). The regression coefficient is positive at 0.341. This suggests that the Work Ethic (X1) variable significantly affects Employee Performance (Y). Therefore, Ha1 is accepted, which states, "There is a significant effect of work ethic on employee performance at PT. BTN (Persero) Medan Branch Office."

4.2.2. The Influence of Organizational Commitment (X2) on Employee Performance (Y)

This research employs five indicators, as proposed by Busro (2018), to measure the organizational commitment variable: trust in accepting organizational values, loyalty, willingness to exert effort for the organization's benefit, willingness to work, and responsibility to advance the company. The most influential indicator in this research is the willingness to exert effort for the organization, with 60.6% strongly agreeing that they consistently perform their job well in line with the company's vision and mission. In addition, for the statement "If there is overtime work, I always accept and complete it well," 55.7% strongly agreed, and 31.1% agreed.

The research results indicate that employee performance is influenced by organizational commitment. Employees consistently perform their job well in accordance with the company's vision and mission. Employees also consistently accept and complete company assignments well. The higher the organizational commitment held by employees, the better their performance. Additionally, high organizational commitment leads to lower employee turnover rates.

Based on the test results using SPSS software, for the Organizational Commitment (X2) variable with respect to Employee Performance (Y), the t-value (t-statistic) is 2.814, which is greater than the t-table value (t-table) of 1.671, and the significance level is 0.007, which is less than 0.05. Furthermore, the regression coefficient is 0.403. Based on these results, Ha2 is accepted, and H02 is rejected. This indicates that the Organizational Commitment (X2) variable significantly and positively affects Employee Performance (Y).

4.2.3. The Influence of Work Ethic (X1) and Organizational Commitment (X2) on Employee Performance (Y)

The indicators used in this research to measure the Employee Performance (Y) variable, as suggested by Robbins, S. P., & Judge (2013), include job quality, quantity, timeliness, willingness to work, effectiveness, and independence.

Based on the preceding explanation, it is apparent that the Work Ethic (X1) and Organizational Commitment (X2) variables collectively have a significant impact on Employee Performance (Y). The contribution of the Work Ethic (X1) and Organizational Commitment (X2) variables in influencing Employee Performance (Y) simultaneously can be represented by the coefficient of determination, which is 0.661. In this research, 41.7% of employee performance is influenced by work ethic and organizational commitment, while the remaining 58.2% is influenced by other factors.

5. CONCLUSION

The research findings affirm the significant impact of work ethic and organizational commitment on employee performance at PT. BTN (Persero) Medan Branch Office. The higher an employee's work ethic, the better their performance, particularly in terms of interpersonal skills. Similarly, a high level of organizational commitment results in more productive, innovative, and goal-oriented employees, especially in their efforts for the benefit of the company. Furthermore, this research underscores the synergy between work ethic and organizational commitment in enhancing employee performance. This highlights the paramount importance of fostering a robust work ethic and organizational commitment within the workplace to achieve optimal outcomes.

Furthermore, the insights derived from this study offer valuable guidance to corporate management. They might contemplate devising more potent strategies to boost work ethic and organizational commitment throughout the organization. One approach could involve involving employees in decision-making and affording them opportunities to feel more engaged with the company's vision and goals. This could also encompass the development of tailored training and development programs aimed at enhancing employees' interpersonal skills and increasing their willingness to go the extra mile for the organization's benefit. Consequently, companies can create a more productive and achievement-oriented work environment, which, in turn, will support their long-term growth and success.

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