



The Influence of Work Ethic, Organizational Commitment and Job Satisfaction on The Performance of Employees of PT. Indomarco Prismatama Indomaret Group Depo Kendari

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ABSTRACT

This study aims to analyze human resource development in the era of digital transformation at the Secretariat of the Provincial Government of Southeast Sulawesi. The research method employed is descriptive with a qualitative approach. Data collection was conducted using observation, interviews, and documentation techniques. The researcher used source triangulation to validate the research data. Data analysis in this study involved three components: data reduction, data presentation, and drawing conclusions. The research findings indicate that: (1) The Secretariat of the Provincial Government of Southeast Sulawesi has effectively implemented human resource development in the era of digital transformation. The development of human resources in the digital transformation era at the Secretariat of the Provincial Government of Southeast Sulawesi is a positive step in enhancing organizational performance. (2) The factors that hinder or obstruct human resource development in the digital transformation era at the Secretariat of the Provincial Government of Southeast Sulawesi include time constraints and challenges in adapting to new technologies. (3) Strategies to overcome these obstacles in human resource development in the digital transformation era at the Secretariat of the Provincial Government of Southeast Sulawesi include periodic training, online courses, practical workshops, mentoring and collaboration, direct application, and feedback as well as evaluation.

Keywords: Human Resource Development and Digital Transformation

I. INTRODUCTION

Every organization has an interest in the best performance that the set of systems in place within the organization can produce. organization. Human resource management is one of the key factors human resource managements is one of the key factors to get the best performance, because in addition to dealing with issues of skills and expertise, human resource management is also obliged to build conducive behaviour of employees to get the best performance. to build conducive behaviour of employees to get the best performance. Source human resources play a very important role because the human factor determines the survival of a company and institution, so that there is no single company that does not involve humans in realising its goals.

Company that does not involve humans in realising its goals. Source Human resources are one of several factors of production that are very difficult to control, this is due to the special characteristics and characteristics of human resources. Difficult to control, this is due to the special characteristics and nature of human culture so that it often causes difficulties if it is not controlled. human culture that often causes difficulties if not well understood. well. An organization will run smoothly if all the services contributed by the organization's individuals receive equal attention and rewards.

The theoretical study that forms the basis for measuring and testing the relationship between variables in this study refers to the theory of human resource management and organizational behaviour. Malthis and Jackson (2016), suggest that HRM relates to the formal design system of the organization to determine the effectiveness and efficiency seen from a person's talent to realise organizational goals. Furthermore, Dessler (2014) explains HRM is the process of acquiring, training, assessing, and compensating employees, paying attention to their work relationships, health, and safety, as well as justice issues.

Dessler (2014) states, to have the best human resources and be able to compete in the global world, human resource management is needed. To be able to achieve a synergistic relationship, companies must be able to pay attention to the performance patterns of their employees. According to Mangkunegara (2020) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the

responsibilities given to him. To achieve success requires a set of attitudes, mental conditions, psychological abilities, and excellent work behaviour.

Employees are an important asset for organizations and play a major role in running the wheels of organizational life. To achieve a goal in the organization, a high work ethic is needed to produce good performance and achievement for the organization. According to Weber (Tebba, 2003), 'it is necessary to pay attention to the ethical traits that must be developed in the process of work ethic', the first is the nature of responsibility, where responsibility here is directly to God, meaning that every worker must have an awareness that his responsibility is not only in the world or to superiors but directly to God, the next is honest in action, This includes hard work, which can be interpreted that workers must be diligent and able to optimize their work results, the second is frugal, this trait also aims so that every worker does not waste money in doing work, while the last includes respect for time, here it is expected that every worker must always respect the time that has been determined. Furthermore, organizational commitment is also related to performance improvement. Commitment to the organization is a relationship between individual employees and work organizations, where employees have beliefs and beliefs in the values and goals of the work organization, a willingness to use their efforts seriously for the benefit of the work organization and have a strong desire to remain part of the work organization. In this case the individual identifies himself with a particular organization where the individual works and hopes to become a member of the work organization to help realise the goals of the work organization.

Next is job satisfaction, job satisfaction shows how someone feels about their job. This can be seen from the positive attitude of employees towards work and everything faced in their work environment. Job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Robbins (2019) states that job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Employees with high levels of job satisfaction have positive feelings about their jobs, while dissatisfied employees have negative feelings about their jobs.

The results of an employee's work during a certain period are seen from standards, organizational goals, targets, predetermined criteria that are mutually agreed upon. In improving one's performance, these work results can be achieved based on skills, sincerity, experience and time. According to Matlhis and Jackson (2016), employee performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the company which includes, among others, quantity of output, quality of output, output period, attendance at work, and cooperative attitude.

Based on the review of the concepts described above, it can be concluded that improving employee performance from both a universal and contingency perspective is influenced by various factors, among others: The first factor that affects performance is work ethic, goal setting theory described by Locke this theory focuses on the correlation between goal setting and the resulting performance. Goal Setting Theory emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that someone who is able to understand the goals expected by the organization, then this understanding will affect his work behaviour. Goal-Setting Theory suggests that an individual is committed to goals (Robbins, 2019). Employees who have a high work ethic are reflected in their behaviour, such as liking to work hard, being fair, not wasting time during working hours, wanting to give more than what is required, willing to cooperate, respect for colleagues and so on. According to Yousef (2000), work ethic is a concept that views devotion or dedication to work as a valuable value. An increase in work ethic in employees will affect the quality of service, so the function of employees will be very important. The role of employee work ethic is very important because it affects performance improvement.

The second factor that influences employee performance is organizational commitment, the social exchange theory developed by John W. Thiabut, Harold H. Kelley, George C. Homans, Richard Emerson and Peter M, states that employees who have understood their company is able to meet their needs, then they will improve performance and show the attitudes and behaviour desired by the company. When employees are treated well by a company, they tend to behave more productively towards the company. When employees feel comfortable in their company, they will feel an inner connection with the organization. High employee engagement tends to reinforce the feeling that everything is good for the company and has a direct impact on employee performance. Therefore, the higher the employee engagement, the higher the employee performance. Similarly, Allen and Meyer (2017) stated that the characteristics of organizational workers 'relationships with their organizations and have implications for individuals' decisions to continue their work in organizations.

The third factor that affects employee performance is job satisfaction, Kawiana (2020) explains about the theory of justice / balance (equity theory), this theory argues that individuals will be satisfied or dissatisfied depending on the availability of justice (equity) in a situation, especially work situations. According to this theory, the main aspects in the theory of justice are input, results, fairness and unfairness, each employee will compare the amount of input results from the employee with the amount of input results from other employees. If the comparison is considered fair, then the employee will feel satisfied, if the comparison is unbalanced but favorable, it may create satisfaction and may not. However, if the comparison is unbalanced, it will create dissatisfaction. Luthans (2018) states that job satisfaction results from employee perceptions of how well their jobs provide what is considered important. With job satisfaction, employees will individually try to improve their abilities, because job satisfaction is a term that shows to what extent the company can meet the needs and expectations of employees and only those concerned can feel the most and their nature is not always the same between one person and another.

Improving the quality of human resources is fundamental to achieving success, including employee performance at PT Indomarco Prismatama Indomaret Group Depo Kendari. In 1988, the company developed the first franchise outlet business in Indonesia, after having more than 230 outlets. This is the main target for PT Indomarco Prismatama Indomaret Group Depo Kendari to take part in the development of Indomaret business outlets which are always targeted to open new store outlets every year. However, this is certainly felt to be not optimal with still not achieving the target of opening new outlets in Kendari City. There are still many things that must be taken into account and improved from many sides to realise this target.

Looking at the phenomena that occur at the research location, the author assesses that efforts to improve employee work ethic at PT. Indomarco Prismatama Indomaret Group Depo Kendari is not yet optimal enough, this is because it is not optimal, the lack of creativity in employees which causes administrative services to still take a long time to complete so as to make employee work pile up, such as the slow completion of surveyor paper work in the field which previously only took 7 working days according to the Standard Operating Procedure (SOP) was not completed on time, the habit of employees working inefficiently takes up to 14 working days, this makes the decline in work ethic in employees, and there is no sense of justice in the work that is in accordance with each jobdesk which makes employees feel burdened with work that is not in accordance with their jobdesk, for example the report admin (reporting) is given the task of making a proposal to open a store (new store) where the work is not part of the jobdesk. This has not been able to spur the growth of work ethic among employees. Then, sometimes employees have to work outside of working hours, according to the Standard Operating Procedure (SOP) employee entry hours are at 08:00 to 17:00, but sometimes the amount of work, sudden work meetings make employees have to go home late at night until 20:00, as well as business trips out of town which are felt to be less efficient and make employees feel tired with long distances making employee performance decline. Such as an out-of-town official trip to Morowali Regency, Central Sulawesi where this official trip should take 7 working days according to the Standard Operating Procedure (SOP), but due to acceleration, the realisation is only 5 working days and that makes employees feel very tired because the trip to Morowali Regency, Central Sulawesi takes 9 hours. Even when there is urgent work, employees are required to return from Kendari City - Morowali Regency.

In addition to work ethic, employee organizational commitment is also something that can improve the quality of performance, with organizational commitment that is owned means that employees have a strong desire to continue working at PT Indomarco Prismatama Indomaret Group Depo Kendari. When employees have a commitment, employees have a desire to continue to contribute to PT Indomarco Prismatama Indomaret Group Depo Kendari and a willingness to work for the organization so as to make employees feel at home and still want to stay at PT Indomarco Prismatama Indomaret Group Depo Kendari for the achievement of goals. But seeing the conditions that occur in the field that the commitment of employees of PT Indomarco Prismatama Indomaret Group Depo Kendari is something that needs to be improved again, considering that there are still many targets to be completed. In addition, the lack of a sense of employee attachment to the organization has led many employees to resign from PT Indomarco Prismatama Indomaret Group Depo Kendari. As there are several employees who resigned, with various reasons, one of which is the placement of work locations far from their hometowns and must reside in the location of work placements, this is a very heavy consideration for employees to continue working at PT. Indomarco Prismatama Indomaret Group Depo Kendari.

Referring to the results of theoretical reviews, previous research studies, and empirical phenomena on work ethic variables, organizational commitment and job satisfaction in an effort to improve employee performance is still a debate in research, so that an important and interesting gap is obtained for further research. Thus, the motivation of researchers to conduct research studies on the empirical phenomenon that work ethic, organizational commitment and employee job satisfaction determine the success and failure in efforts to improve employee performance in both public sector organizations is important to be researched further to answer existing problems. Finally, the researcher raised the title of the influence of work ethic, organizational commitment and job satisfaction on the performance of employees of PT Indomarco Prismatama Indomaret Group Depo Kendari.

II. LITERATURE REVIEW

Based on the results of previous studies relevant to this research, which can be taken as the main reference material and comparison as follows: Gilang Nugroho, Abdul Razak Jer, Wan Abduh Rahman Abdul, 2022, Effect Of Work Ethos And Organizational Commitment On Employee Performance On Credit Section At PT. Bank Riau Kepri Pekanbaru. The results showed that work ethic and organizational commitment had a positive and significant effect on employee performance. Work ethic variables partially have a positive and significant effect on employee performance. Organizational commitment variables partially have a positive and significant effect on employee performance.

Kiki setyawati, Abu Muna Almaudin, dkk, 2023. *The Role of Commitment, Work Ethos and Competence on Employee Performance in Sharia Commercial Bank*. The results showed that commitment, work ethic and competence have a positive and significant effect on employee performance. The results showed that the influence of the competency variable (X1) on performance (Y) has a partial dominant effect; the influence of the commitment variable (X2) has an insignificant value, and the influence of the work ethic variable (X3) on performance (Y) has a significant value.

Ferina Nanda Paramita, Azhar Latief, 2022, The Effect of Work Ethic and Job Satisfaction on Employee Performance of PT Nutrifood Indonesia Samarinda Branch. The results showed that the work ethic variable partially

had a significant effect on employee performance, the job satisfaction variable partially had a significant effect on employee performance, and the Work Ethic Variable had a more dominant effect on Employee Performance.

Rosdiana, 2021, The Effect of Job Satisfaction and Organizational Commitment on Employee Performance at the Yatim Mandiri Foundation Makassar. Job satisfaction has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Job satisfaction and organizational commitment together have a positive and significant effect on employee performance.

Heru Kuncoro Wati and Lulu Supardin, 2023. The Effect of Job Satisfaction and Organizational Commitment on Employee Performance. Based on the results of data testing conducted, it shows that: 1) Job satisfaction partially has a significant effect on the performance of hotel employees in Yogyakarta. 2) Organizational commitment partially has a significant effect on the performance of hotel employees in Yogyakarta. 3) Job satisfaction and organizational commitment simultaneously have a significant effect on the performance of hotel employees in Yogyakarta.

Zusmawati and Ari Julianti, 2023. The Impact of Organizational Commitment and Work Ethic on Employee Performance (Case Study of PT PLN (Persero) Painan). The results of the study indicate that work commitment has a positive and significant effect on employee performance, work ethic has a positive and significant effect on employee performance.

III. RESEARCH METHODS

Based on the nature of the problem from the objectives to be achieved, this research is explanatory. An explanatory study generally aims to determine the factors/influences of the preparation of a dimension of life.

The typology of explanatory research is work ethic, organizational commitment, job satisfaction and employee performance at PT Indomarco Prismatama Indomaret Group Depo Kendari which provides an explanation of the causal relationship between variables through hypothesis testing, for this reason the nature of this research is explanatory research.

The location of this research is at PT Indomarco Prismatama Indomaret Group Depo Kendari with the target population of employees at PT Indomarco Prismatama Indomaret Group Depo Kendari. The research was planned for 2 months, with details of the first month the researcher selected, contacted, gave questionnaires and collected questionnaires that had been filled in by respondents and in the second month the researcher processed the data with the help of SPSS Version 24 software.

The population of this study were all employees of PT Indomarco Prismatama Indomaret Group Depo Kendari, totalling 142 people with permanent employee status. Determination of the sample size is to use the Slovin formula (in Sekaran, 2008), namely:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample Size

N = Population Size

e = Percentage of inaccuracy tolerance due to sampling errors that are still tolerable or desirable of 10%.

This study was taken with a sampling precision of 10% to maintain the representativeness of the research sample. Based on the number of populations, the sample size determined in this study following the Slovin formula (in Sekaran, 2008) is as follows:

$$\begin{aligned} n &= \frac{100}{1+100(0.1)^2} \\ &= \frac{142}{1+100(0.1)^2} = \frac{142}{1+100(0.01)} \\ &= \frac{142}{1+1} = \frac{142}{2} = 71 \end{aligned}$$

Thus, the size of the sample used in this study is 71 respondents based on proportional calculations with the consideration that: 1). The degree of diversity of the population, 2). The level of precision used by the researcher.

Sampling in this study uses a proportional random sampling method by numbering the respondents. Then, the number is entered into a box and for those whose numbers are taken, the respondent will be given a questionnaire. Where according to Sugiyono (2022), for the sampling procedure with the *proportional random sampling* method, the following formula is used:

$$n_1 = \frac{n}{N} \times N_1$$

Information:

n1 = Number of samples in the

n = The number of populations in the field

N = The size of the population as a whole

N1 = Number of research samples

Table 3.1. Proportion of Research Sample

No	Department	Population	Propose	Sample
1	<i>Branch Inventory Control</i>	19	19/142x71	9
2	<i>Maintenance</i>	16	16/142x71	8
3	<i>Area</i>	1	1/142x71	1
4	<i>Development</i>	32	32/142x71	16
5	<i>Electronic Data Processing</i>	6	6/142x71	3
6	<i>Finance</i>	11	11/142x71	5
7	<i>General Affairs</i>	14	14/142x71	7
8	<i>Human Resouce Development</i>	7	7/142x71	3
9	<i>License</i>	4	4/142x71	2
10	<i>Location</i>	11	11/142x71	5
11	<i>Merchandising</i>	10	10/142x71	5
12	<i>Project</i>	9	9/142x71	5
13	<i>Vehicles & Utility Maintenance</i>	2	2/142x71	1
Jumlah		142		71

The table shows that the research sample is 71 respondents, which are distributed in the *branch inventory control department* as many as 9 people, *the maintenance department* as many as 8 people, *the area department* as many as 1 person, *the development department* as many as 16 people, *the electronic data processing department* as many as 3 people, *the finance department* as many as 5 people, *General Affairs Department* as many as 7 people, *Human Resources Development Department* as many as 3 people, *License Department* as many as 2 people, *Location Department* as many as 5 people, *department merchandising* sebanyak 5 orang, *department project* sebanyak 5 orang, and *Department Vehicles & Utility Maintenance* as many as 1 person.

The variables used in this study are:

1. Independent (exogenous) variables are variables that affect or are the cause of endogenous variables. The exogenous variables are work ethic, organizational commitment and job satisfaction.
2. Dependent (endogenous) variables are variables that affect exogenous variables. The endogenous variable in this study is employee performance (Y).

The types of data used in this study are:

1. Qualitative data, which is data in the form of descriptive explanations such as literature and theories related to the author's research.
2. Quantitative data, namely data in the form of numbers or qualitative data that is scoring, such as data on the number of employees and others.

The data sources collected in this study are:

1. Primary data is core data obtained or collected directly from respondents at PT. Indomarco Prismatama Indomaret Group Depo Kendari through questionnaires and interviews.
2. Secondary data is data obtained or collected from documentation that has been carried out by researchers at PT. Indomarco Prismatama Indomaret Group Depo Kendari and other relevant sources such as scientific journals and magazines, research reports and others.

The methods carried out in collecting data in this study are as follows:

1. Questionnaire is the collection of data by submitting a list of questions or statements to employees at PT. Indomarco Prismatama Indomaret Group Depo Kendari. The seriousness of the respondents in answering questions or statements is important, considering that this data collection is carried out with a questionnaire and it is hoped that the data obtained can be analyzed and interpreted to draw conclusions.
2. Documentation, namely collecting documents related to work involvement, supervision, work characteristics and employee performance. This documentation was collected both from PT. Indomarco Prismatama Indomaret Group Depo Kendari as well as from respondents.
3. Observation is a method of data collection by direct observation and systematic recording of the object to be studied. Observations are carried out by researchers by observing and recording work ethic, organizational commitment, job satisfaction and employee performance.

The measurement in this study uses *the Likert scale*. *The Likert Scale* is a scale developed by Rensis Likert to measure attitudes (*Cooper and Schindler, 2006*). Usually what is measured in this scale is the degree of approval or degree of disagreement of respondents with various statements related to an attitude or object. The measurements it uses also usually rule out uncertainties such as somewhat good, somewhat bad, or neutral. The answers to each category that uses the Likert scale have gradations from very positive to very negative such as strongly agree, agree, disagree, disagree, and strongly disagree.

A form of statement that uses a *Likert scale* that is assessed by an interval scale size. For the form of positive question items, they are usually weighted as follows:

- a. Strongly agree, given a weight of 5
- b. Agreed, weighted 4
- c. Neutral, weighted 3
- d. Disapprove, given a weight of 2
- e. Strongly disagree, weighted 1

IV. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Description of Research Results Variables

This research was conducted at the Office of PT. Indomarco Prismatama Indomaret Group Depo Kendari, with a total of 71 respondents. Until the end of this study, the respondents who returned the research questionnaire were 71 people (100%), only a small part of the respondents filled out the questionnaire incompletely. Thus, methodologically it is declared feasible to test and discuss the research results.

Thus, the description of the variables of this study is as many as 4 variables which aim to interpret the meaning of each research variable, indicator and research statement item. Based on the frequency distribution, percentage and average score of respondents' answers. Based on the scale of measurement of the data used (Likert), the scale of respondents' statements starts from one to five, which means strongly disagree/low to strongly agree/high. The X1 variable of this study is work ethic which consists of 18 question items, the X2 variable is organizational commitment with 9 question items and the X3 variable is job satisfaction with 15 question items while the Y variable is employee performance with 5 question items. The description of the respondents' answers to statements related to the variables in this study and each of its indicators is described as follows:

Table 4.1 Description of Respondents' Answers to Work Ethic Variables

Item/ Indicator	Score										Average	Category
	STS		TS		N		S		SS			
	f	%	F	%	F	%	F	%	F	%		
Question 1	0	0,00	6	8,45	11	15,49	30	42,25	24	33,80	4,01	Good
Question 2	0	0,00	3	4,23	5	7,04	31	45,07	31	43,66	4,28	Good
Question 3	0	0,00	4	5,36	6	8,45	33	46,48	28	39,44	4,20	Good
Average Value of Hard Work Indicator											4,16	Good
Question 1	1	Good	2	2,82	15	21,13	28	39,44	25	35,21	4,04	Good
Question 2	0	Good	1	1,41	9	12,68	20	28,17	41	57,75	4,42	Good
Question 3	0	Good	1	1,41	10	15,08	25	35,21	35	49,30	4,32	Good
Average Value of Dedication Indicator											4,26	Good
Question 1	0	Good	1	1,41	7	9,86	28	39,44	35	49,30	4,37	Good
Question 2	0	Good	1	1,41	9	12,68	34	47,89	27	38,03	4,32	Good
Question 3	1	Good	7	9,86	13	18,31	22	30,99	28	39,44	3,97	Good
Average Score of Creativity Indicator											4,19	Good
Question 1	1	Good	2	2,82	11	15,49	25	35,21	32	45,07	4,20	Good
Question 2	0	Good	2	2,82	14	19,72	24	33,80	31	43,66	4,18	Good
Question 3	1	Good	0	0,00	16	22,54	32	45,07	22	30,99	4,04	Good
Average Value of Cooperation Indicators											4,14	Good
Question 1	0	Good	0	0,00	5	7,04	33	46,48	33	46,48	4,39	Good
Question 2	0	Good	0	0,00	7	9,86	30	42,25	34	47,89	4,38	Good
Question 3	0	Good	1	1,41	5	36,62	26		39	54,93	4,45	Good
Average value of the punctuality indicator											4,41	Good
Question 1	0	Good	0	0,00	7	9,86	28	39,44	36	50,70	4,41	Good
Question 2	0	Good	2	2,82	14	1972	25	35,21	30	42,25	4,17	Good
Question 3	1	Good	0	0,00	16	22,54	32	45,07	22	30,99	4,04	Good
Average Value of Justice Indicators											4,21	Good
Average Value of Work Ethic Variables											4,23	Good

Source: Primary data processed in 2024

Based on the recapitulation of the respondents' statements on the variables of employee work ethic at the PT. Indomarco Prismatama Indomaret Group Depo Kendari as presented in table 5.6 it can be seen that the description of the respondent's answer as a whole related to the attitude of the work ethic of the employees is stated to be good, this is evidenced by the average value of the variable of 4.23. This means that the majority of respondents stated that overall work ethic indicators which include: hard work, dedication, creativity, cooperation, punctuality, and fairness are very good. Furthermore, if we look at the empirical facts based on the respondents' assessment, the punctuality indicator has the highest average value of 4.41, which can be interpreted that employees have the ability to complete work on time and use time efficiently and in accordance with the target. This means that employees always have good confidence and are confident in their abilities so that in carrying out their duties and work they are always expected to be completed on time.

Furthermore, the cooperation indicator has the lowest average of 4.14. This perceives that cooperation within the scope of employees is still lacking, such as employees who still feel selfish to work with the work team. This is something that still needs to be improved by PT. Indomarco Primatama Indomaret Group Depo Kendari, considering that cooperation is important to support the success of the organization in achieving its goals. Clearly, the description of each indicator can be described as follows:

1. As an indicator of hard work, the majority of respondents stated that they agreed with all the question items asked, with an average score of 4.16 and included in the good category. This reveals the fact that employees at work have an attitude of belief that with hard work they will get maximum results, make the employee's personality much better and create a serious attitude at work, so that it will make it easier for the company to achieve the goal with the most maximum achievement through the attitude of hard work of employees.
2. Dedication indicator, the majority of respondents stated that they strongly agreed with all the question items asked, with an average score of 4.26 and included in the good category. This indicates that employees have a high dedication to their work as evidenced by their ability to complete work well and employees also have an attitude of working hard even without supervision from supervisors. So it can be concluded that employees who have good dedication to work will help the company to achieve good targets.
3. In terms of creativity indicators, the majority of respondents stated that they strongly agreed with all the question items asked, with an average score of 4.19 and included in the good category. This proves that employees have the ability to express ideas and ideas at work which makes it easier for employees to complete the tasks and responsibilities given. This means that employees with a high level of creativity will be able to complete their work effectively and efficiently.
4. In terms of cooperation indicators, the majority of respondents stated that they strongly agreed with all the question items asked, with an average score of 4.14 and included in the good category, but at the lowest indicator. This proves that employees are able to work in a team with colleagues, the ability to work together possessed by employees will make employees considered capable and reliable in every assignment. This indicator needs to get more attention from the company because it gets the lowest average value compared to other indicators
5. Empirical facts according to the perception of respondents are known that the punctuality indicator is a priority factor in its implementation, and most of the respondents stated that it is good because it has the highest average value compared to other indicators. With an average score of 4.41 and included in the good category. So it can be concluded that employees have the ability to complete work on time and are able to use time efficiently and in accordance with the target. This means that employees always have good confidence and are confident in their abilities so that in carrying out their duties and work they are always expected to be completed on time.
6. As an indicator of fairness, the majority of respondents stated that they agreed with all the question items asked, with an average score of 4.21 and included in the good category. In this case, every employee has been able to maintain and be fair and create a comfortable and conducive work atmosphere for fellow employees by being fair, then the employee is considered able to maintain good ethics and the good name of the organization/company where he works. So it can be concluded that employees have been able to maintain and create a sense of fairness in the organization/company, this is reflected in the ethics of each employee, a conducive work atmosphere and harmony that exists both with fellow subordinates and with superiors where they work.

4.1.2 Description of Organizational Commitment Variables

Organizational commitment is a state or degree to which an employee sides with a certain organization with its goals, as well as maintains unity in the organization. In this study, there were 71 respondents at the Office of PT. Indomarco Prismatama Indomaret Group Depo Kendari which is measured by 3 indicator items, namely: affective commitment, continuous commitment and normative commitment with 9 question items. The recapitulation of respondents' answers to the commitment variable is described as follows:

Table 4.2 Description of Respondents' Answers to Commitment Variables

item/ Indicator	Score										Average	Category
	STS		TS		N		S		SS			
	F	%	F	%	F	%	F	%	F	%		
Question 1	0	0,00	4	4,23	6	8,45	25	35,21	37	52,11	4,35	Good
Question 2	0	Good	0	0,00	9	12,68	40	56,34	22	30,99	4,18	Good
Question 3	0	Good	0	0,00	7	9,86	25	35,21	39	54,93	4,45	Good
Average value of the affective commitment indicator											4,33	Good
Question 1	1	Good	0	0,00	15	22,54	37	52,11	18	25,35	4,00	Good
Question 2	0	Good	0	0,00	6	8,45	34	47,89	31	43,66	4,35	Good
Question 3	0	Good	0	0,00	7	9,86	27	38,03	37	52,11	4,41	Good
Average value of continuous commitment indicator											4,25	Good
Question 1	0	Good	3	4,23	9	12,65	30	42,25	29	40,85	4,20	Good
Question 2	0	Good	1	1,41	5	8,45	34	45,07	31	42,25	4,34	Good
Question 3	0	Good	3	4,23	3	4,23	29	40,85	36	50,70	4,38	Good
Average value of normative commitment indicators											4,31	Good
Average Value of Organizational Commitment Variables											4,30	Good

Source: Primary data processed in 2024

Based on the recapitulation of the respondent's statement on the employee's commitment to the PT. Indomarco Prismatama Indomaret Group Depo Kendari as presented in table 5.7 shows that the description of the respondents' overall answers about organizational commitment is good with the average value of the organizational commitment variable of 4.30. This means that the majority of respondents stated that the overall commitment of the employee organization which includes: affective commitment, continuous commitment and normative commitment is good. Furthermore, if we look at the empirical facts based on the assessment of the respondents, the affective commitment indicator has the highest average value of 4.33 which can be interpreted that the employee has a strong feeling to stay at his workplace and has a strong emotional attachment to the organization, so that there will be a feeling of loss in the employee if the employee leaves his or her job.

Furthermore, the continuous commitment indicator has the lowest average of 4.25. This perceives that employees still have doubts about keeping their jobs or leaving their jobs. Of course, this is a special concern by PT. Indomarco Prismatama Indomaret Group Kendari Branch to further increase the commitment of employees. Considering that continuous commitment has a dependency between employees and the company which is mutually beneficial for both parties. The description of each indicator can be described as follows:

- For the affective commitment indicator, the majority of respondents stated that they strongly agreed with all the items submitted, namely with an average value of 4.33, which means that employees have a strong feeling to serve and spend the rest of their careers at the PT. Indomarco Prismatama Indomaret Group Depo Kendari. Employees have a high work commitment to the organization so that they can struggle hard to face challenges and pressures that for people who do not have commitment, it is felt as a heavy burden.
- Continuous commitment, the majority of respondents stated that they agreed with all the question items asked, this can be seen from the average value of the indicators obtained, which was 4.25 and included in the good category, but at the lowest indicator. So it can be concluded that employees choose to commit to the organization when employees and organizations have the same interests, that is, what benefits one party also benefits the other, therefore employees get benefits that can make them survive and not leave their jobs/organizations and awareness of losses that arise if they leave their jobs/organizations.
- The normative commitment of the majority of respondents stated that they agreed with all the question items asked, as can be seen from the average indigo of the indicator, which was 4.31 and included in the good category. This implies that employees have a strong feeling to stay in the organization and always side with the values and goals of the organization and strive to achieve the goals of the organization, there will be an unethical feeling if an employee leaves/moves away from the organization. The continuous indicator is the indicator that gets the lowest score so it needs special attention. To maintain this, it is necessary for the attitude of the leadership to always be able to foster a sense of love and pride in the organization.

4.1.3 Description of Job Satisfaction Variables

In the form of the impact or evaluation results of various aspects of the work at the PT. Indomarco Prismatama Indomaret Group Depo Kendari. In this study, there were 71 respondents and the variable of job satisfaction was measured by 5 indicator items, namely: salary payment, job, co-workers, promotion and supervision with 15 question items. The recapitulation of respondents' answers to the job satisfaction variable is described as follows:

Table 4.3 Description of Answers to Job Satisfaction Variables

item/ Indicator	Score										Average	Category
	STS		TS		N		S		SS			
	f	%	F	%	F	%	F	%	F	%		
Question 1	1	1,41	2	2,82	13	18,31	30	42,25	25	35,21	4,07	Good
Question 2	0	0,00	2	2,82	9	12,68	24	33,80	36	50,70	4,32	Good
Question 3	0	0,00	1	1,41	9	12,68	26	36,62	35	49,30	4,34	Good
Average value of salary payment indicators											4,24	Good
Question 1	0	0,00	6	8,45	11	15,49	29	40,84	24	33,80	4,00	Good
Question 2	0	0,00	3	4,23	5	7,04	34	47,89	29	40,84	4,25	Good
Question 3	0	0,00	4	5,63	8	11,27	29	40,84	30	42,25	4,20	Good
Average value of employment indicators											4,14	Good
Question 1	1	1,41	2	2,82	17	23,94	27	38,03	24	33,80	4,00	Good
Question 2	0	0,00	1	1,41	9	12,68	22	30,99	39	54,93	4,39	Good
Question 3	0	0,00	1	1,41	11	15,49	25	35,21	34	47,89	4,30	Good
Average value of the coworker indicator											4,23	Good
Question 1	0	0,00	1	1,41	13	18,31	26	36,62	31	43,66	4,23	Good
Question 2	0	0,00	1	1,41	12	16,90	35	49,30	23	32,39	4,13	Good
Question 3	0	0,00	8	11,27	16	22,54	21	29,58	26	36,62	3,92	Good
Average value of promotional indicators											4,09	Good
Question 1	1	1,41	1	1,41	14	19,27	28	39,44	27	38,03	4,11	Good
Question 2	0	0,00	2	2,82	15	32,39	23	32,29	31	43,66	4,17	Good
Question 3	1	1,41	2	2,82	17	23,94	35	49,30	25	35,21	3,89	Good
Average value of the supervise indicator											4,14	Good
Average Value of Job Satisfaction Variable											4,15	Good

Source: Primary data processed, 2024

Based on the recapitulation of respondents' statements on job satisfaction variables in the Office PT. Indomarco Prismatama Indomaret Group Depo Kendari as presented in table 5.8 can be seen that the description of the respondents' overall answers about job satisfaction is good, this is evidenced by the acquisition of a variable average value of 4.15. This means that the majority of respondents stated that overall job satisfaction indicators which include: salary payments, jobs, colleagues, promotions and supervision have been implemented well. Furthermore, if observed from empirical facts based on the assessment of the respondents, the salary payment indicator has the highest average value of 4.24 which can be interpreted that the employee has felt that the wages given are proportional to what is done and the intensive payment/salary is always on time and in accordance with what has been agreed.

Furthermore, the promotion indicator has the lowest average of 4.09. This perceives that employees feel less for the position prom, as seen from the difficulty of employees to get a jobclass promotion by having to wait more than 2 years. This needs to be a concern for PT Indomarco Prismatama Indomaret Group Depo Kendari, in order to consider promotions at the employee level, especially for employees with good performance and long working periods. Clearly, the description of each indicator can be described as follows:

- The payment indicator (salary), the majority of respondents stated that they strongly agreed with all the question items asked, this can be seen from the average value of the indicators obtained, which was 4.24 and included in the good category. So it can be concluded that employees have felt satisfied with the salary given and employees feel that the salary is proportional to what is done and the intensive payment/salary is always on time according to what has been agreed. This means that through the payment of appropriate salaries will improve the welfare of employees and will contribute to employee morale.
- In the employment indicator, where the majority of respondents stated that they agreed with all the question items asked, with an average score of 4.14 and included in the good category. This fact indicates that employees have received tasks, jobs and responsibilities that can be understood and fulfilled well so that employees feel that they have contributed to the organization to the work that has been well done. So it can be concluded that through the provision of jobs that are in accordance with the employee's ability, it will cause a feeling of happiness to the employee.
- Indicators of colleagues, the majority of respondents stated that they agreed with all the question items asked, as can be seen from the average indigo of the indicator, which was 4.23 and included in the good category. This implies that there is good communication with fellow colleagues so that the work atmosphere is comfortable and conducive and employees already feel strong support from colleagues in terms of completing the work and responsibilities that are being carried out.
- As for the promotion indicator, the majority of respondents stated that they agreed with all the question items asked, as can be seen from the average indigo of the indicator, which was 4.09 and was included in the good category, but was at the lowest indicator. This implies that employees have received the same opportunity to get a promotion and employees have understood the clear terms and procedures when they want to get a promotion. Promotion indicators need attention from the management because they get the lowest average value from other indicators.
- As for the supervision indicator, the majority of respondents stated that they strongly agreed with all the question items asked, as can be seen from the average indigo of the indicator, which was 4.14 and included in the good category. So it can be concluded that the boss has provided direction, attention and motivation so that employees can work well and every employee is given the same right to provide advice and input related to decision-making.

4.1.4 Variable Definition of Employee Performance

Performance is the work ability achieved and desired from the employee's behavior in carrying out and completing the tasks of the worker for which he or she is responsible. The sample in the study amounted to 71 respondents at the office of PT. Indomarco Prismatama Indomaret Group Depo Kendari and measured by 5 indicators, namely quantity, quality, responsibility and punctuality with 5 question items. The recapitulation of respondents' answers to employee performance variables is described as follows:

Table 4.4 Description of Respondents' Answers to Employee Performance Variables

item/Indicator	Score										Rerata	Kategori
	STS		TS		N		S		SS			
	f	%	F	%	F	%	F	%	F	%		
Question 1	0	0,00	0	0,00	5	7,04	38	53,52	28	39,44	4,32	Baik
Question 2	0	0,00	0	0,00	7	9,86	29	40,85	35	49,30	4,39	Baik
Question 3	0	0,00	1	1,41	5	7,04	31	43,66	34	47,89	4,38	Baik
Question 4	0	0,00	0	0,00	4	5,63	35	49,30	32	45,07	4,39	Baik
Question 5	1	1,41	4	5,63	16	22,54	25	35,21	25	35,21	3,97	Baik
Nilai Rerata Variabel Kinerja											4,29	Baik

Source: Primary data processed 2024

Based on the recapitulation of the respondents' statements on the variables of employee performance at the PT. Indomarco Prismatama Indomaret Group Depo Kendari as presented in table 5.9 can be seen that the description of the respondents' overall answers about employee performance stated that it was good with an average indicator value of 4.29. This means that the majority of respondents stated that the overall implementation of performance, including

quantity, quality, attitude of responsibility, and timeliness in carrying out performance, has been carried out well. In more detail, the description of each question item is explained as follows:

In question item 1, where the majority of respondents stated that they agreed with the statement submitted with an average score of 4.32 and was included in the good category. This fact reveals that employees are always willing to accept the tasks and tasks given and complete them well and employees always contribute to the additional work given. Question item 2 where the majority of respondents stated that it was very satisfactory with a score of 4.39 and was included in the good category. This means that employees always work carefully, meticulously and creatively and can always maintain the quality of work results in accordance with the quality of the planned work.

In question item 3, where the majority of respondents stated that they strongly agreed with the statement submitted with an average score of 4.38 and included in the good category. This indicates that the employee has completed the job with an attitude of responsibility. This means that employees in carrying out their duties and work can always be responsible for what has been done. Finally, question items 4 and 5, where the majority of respondents stated that they strongly agreed with the statements submitted with an average score of 4.39 and 3.97, were included in the good category. But statement 5 is the indicator with the lowest average. This fact reveals that they have the ability to complete work on time and full of responsibility according to the target. This means that employees always have good confidence and are confident in their abilities so that in carrying out their duties and work they are always expected to be completed on time.

4.1.5 Results of Multiple Linear Regression Analysis and Hypothesis Testing

The data analysis method used in this study is using multiple regression analysis techniques using the *Statistical Product and Service Solutions* (SPSS) version 25 program. The results of the SPSS analysis were obtained from a classical assumption test consisting of a normality test, a multicollinearity test and a heteroscedasticity test. Then the hypothesis test consists of f-test, and coefficient test significant.

4.1.5.1 Multiple Linear Regression Analysis Results

Using the data from the research, as described in the description of the variables, the multiple linear regression method was used which was processed using the SPSS program to analyze the influence of work ethic, organizational commitment and job satisfaction on employee performance at PT. Indomarco Prismaatama Indomaret Group Depo Kendari. From the results of the analysis of the SPSS Commitment statistical program, the results of regression analysis are obtained as listed in the following table:

Table 4. 5 Recapitulation of Multiple Linear Regression Analysis Results

Independent variable (X)	Regression Coefficient (β)	t _{count}	t _{significant}	Information
Work Ethic	0,130	4.270	0,000	Accepted
Commitment	0,251	4.441	0,000	Accepted
Job Satisfaction	0,129	2.546	0,013	Accepted
Constant (β_0) = -6.846 dengan t signifikan 0,000				
R Square = 0,896				
R = 0,947				
F Count = 193.266				
F significant = 0,000				
Standard error = 1.01656				

Source : Primary Data, processed in 2024

Based on the results of multivariate regression analysis in table 5.12, the multivariate regression analysis equation is obtained as follows:

$$Y = -6.846 + 0,130 X_1 + 0,251 X_2 + 0,129 X_3$$

The results of multivariate regression analysis in the above equation can be interpreted. The R value is 0.947, this shows that the correlation of the variable relationship is strong because the value is above 0.75. Furthermore, the value of R² (*R-Square*) is 0.896. This means that the diversity of variables of work ethic, organizational commitment and job satisfaction to employee performance can be explained by a model of 89.6% and free of work ethic, organizational commitment and job satisfaction to employee performance at PT. Indomarco Prismaatama Indomaret Group Depo Kendari The remaining 10% is explained by other variables outside this research model, so that this research model has good accuracy or accuracy model.

The results of the simultaneous test obtained a significance value of F or probability of $0.000 < 0.05$ at a confidence level of 95%. These results show that simultaneously the variables of work ethic, organizational commitment and job satisfaction have a positive and significant effect on employee performance at PT. Indomarco Prismaatama Indomaret Group Depo Kendari. The results of this study can also prove from the value of standardized coefficients and t-values that the variables of organizational commitment have a greater value compared to work ethic and job satisfaction. This means that organizational commitment is the dominant variable in influencing the performance of the team at PT. Indomarco Prismaatama Indomaret Group Depo Kendari

4.2 Discussions of Research Results

Discussion of research hypotheses and coefficient values on direct influence. The results of this study also validate the research hypothesis proposed in the previous subject. Based on the objectives, research gaps, hypotheses and data analysis results, the discussion of research results combines theories and previous research results as well as empirical

facts that occur in the object being studied in order to verify the research findings, strengthen or reject theories or previous research results or are new findings. The description of the discussion of the hypothesis test is as follows:

4.2.1 The Influence of Work Ethic, Organizational Commitment and Job Satisfaction on Employee Performance

The results of the simultaneous test found that work ethic, organizational commitment and job satisfaction together have a positive and significant effect on employee performance. This means that an increase in work ethic behavior, organizational commitment and job satisfaction can improve employee performance. Changes in behavior to improve employee work ethic are reflected through hard work, dedication, creativity, cooperation, punctuality and fairness. Then organizational commitment which is reflected through affective commitment, continuous commitment and normative commitment as well as the feeling of satisfaction possessed by employees which is reflected through the payment of salary, work, colleagues, promotions, and supervision is able to improve performance in a positive direction.

Empirical facts according to the respondents' perception of the performance of employees at the PT. Indomarco Prismatama Indomaret Group Depo Kendari, where most of the respondents stated good. This result is supported by the employee's perception that in the application of performance described through quantity, quality, responsibility and punctuality in work can be carried out optimally. This indication reveals that employees are always willing to accept the tasks and work given and complete them well and employees always contribute to the additional work given and employees always work carefully, meticulously and creatively and can always maintain the quality of work results in accordance with the quality of the planned work.

Work ethic, organizational commitment and job satisfaction all have a significant influence on employee performance. When employees have a good work ethic attitude, feel committed to the organization, and are satisfied with the work done, employees tend to work more productively, efficiently, effectively, creatively, and innovatively. As for organizations, it is important to create an environment that supports the development of the three dependent variables above to improve employee performance and achieve overall organizational goals.

The results of this study are in line with Herzberg's (1966) theory which states that the model of job characteristics shows that when employees are satisfied and motivated, they tend to show a stronger work ethic attitude and a higher commitment to the organization. Furthermore, Yousef (2000) stated that the work ethic is a concept that views devotion or dedication to work as a valuable value. An increase in work ethic in employees will affect the quality of service, so employee functions will be very important. The role of employee work ethic is very important because it affects performance improvement.

4.2.2 The Influence of Work Ethic on Employee Performance

The results of partial testing showed that work ethic has a positive and significant effect on employee performance. This means that work ethic is the attitude and values held by individuals or groups in carrying out their duties and responsibilities. Based on the analysis of the data, the majority of respondents stated that they strongly agreed with the question items asked to the employees of the PT. Indomarco Prismatama Indomaret Group Depo Kendari which means having a good assessment. This is also in line with the results of the regression analysis test which shows that the regression coefficient and the partial test (t-test) of the work ethic variable show positive/significant values. This means that the work ethic variable has a relationship with the improvement of employee performance.

Facts in the field based on the description of variables show the empirical condition of the implementation of the work ethic which is focused on hard work, dedication, creativity, cooperation, punctuality and fairness, the majority of respondents stated that they agreed and had been well implemented. This fact is also supported based on the respondents' assessment that the punctuality indicator has the highest average value so that it needs to be prioritized in its implementation, which can be interpreted that employees have the ability to complete work on time and use time efficiently and in accordance with the target. This means that employees always have good confidence and are confident in their abilities so that in carrying out tasks and work they are always expected to be able to complete on time

Work ethic has a significant influence on employee performance, when employees have a strong work ethic character, they will tend to be more dedicated and committed to their duties. This can spur the work ethic in employees to further maximize their performance. Considering the phenomenon that is the background of this research is that it is still felt that the work ethic in the students is not optimal. With the work ethic possessed by employees, employees will often work harder and longer to achieve optimal results. A good work ethic will encourage employees to work consistently, be more meticulous, pay attention to details and be more efficient in using time and resources wisely which leads to improved performance and predictability. So the leadership and management of the Office of PT. Indomarco Prismatama Indomaret Group Depo Kendari is required to be able to develop and maintain a good work ethic among its employees will be more likely to achieve long-term success.

4.2.3 The Effect of Organizational Commitment on Employee Performance

The results of the partial test found that organizational commitment had a positive and significant effect on employee performance. This means that organizational commitment is a state or degree to what extent an employee is on the side of a certain organization with its goals, as well as maintaining its membership in the organization. Based on the analysis of the description, the majority of respondents stated that they agreed with the question items asked to employees of the PT. Indomarco Prismatama Indomaret Group Depo Kendari which means having a good assessment. This is also in line with the results of the regression analysis test which shows that the regression coefficient and the partial test (t-test) of the commitment variable show positive/significant values. This means that the commitment variable has a significant relationship with employee performance.

The above findings indicate that employees at PT. Indomarco Prismatama Indomaret Group Depo Kendari has a high commitment. Commitment is the identification and relationship of a person who is relatively strong to work,

employees with high organizational commitment have a difference in attitude compared to those with low commitment, high organizational commitment results in work performance, low absenteeism and low employee turnover rate. *High commitment makes individuals care about the fate of the organization and try to make the organization in a better direction. With high commitment, the possibility of a decrease in performance can be avoided, thus organizational commitment plays an important role in improving employee performance.*

Facts in the field based on the description of variables show the empirical condition of commitment implementation focused on affective commitment, continuous commitment and normative commitment, some respondents stated that they strongly agree or have been implemented well. The results of the respondents' assessment of the organization's commitment. Furthermore, if you look at the research facts seen based on the assessment of the respondents that the affective commitment indicator has the highest average value which can be interpreted as meaning that all the implementation of the form of retaining employees has been considered good, which can be interpreted that employees have a strong feeling to stay at their workplace and have a good emotional attachment to the organization/company and a high sense of belonging, So that there will be a feeling of loss in the employee if the employee leaves his or her job.

4.2.4 The Effect of Job Satisfaction on Employee Performance

The results of the partial test found that job satisfaction had a positive and significant effect on employee performance. The tests carried out prove that the results with a positive influence that show that the higher the job satisfaction felt by employees, the better the performance will also be. Because employees feel that if the work done is understood and completed properly, it will certainly have an impact on achieving even better performance.

Based on empirical facts obtained from the field, it shows that the description of the respondents' overall answers about job satisfaction is good, this is evidenced by the majority of respondents stating that overall job satisfaction indicators which include: salary payment, job, co-workers, promotions and supervision have been well felt. Furthermore, if you look at the empirical facts based on the perception of the respondents, the salary payment indicator needs to be prioritized again because it gets the highest appreciation based on the perception of the respondents, so that it can be interpreted that the employees have felt that the wages given are proportional to what is done and the intensive payment/salary is always on time and in accordance with what has been agreed. This of course increases employee job satisfaction which has an impact on improving employee performance.

In addition, the provision of incentives that are in accordance with the results of their work, as well as the opportunity to get a clear increase in promotion, employees will feel happy and if the employee feels happy, the employee will feel job satisfaction and if the employee feels job satisfaction, the resulting performance will also be good. Well-created supervision will increase good performance for employees. In addition, meeting the needs of colleagues and providing mutual support can encourage increased job satisfaction and have an impact on achieving better performance.

Job satisfaction has a broad and profound impact on employee performance, by increasing job satisfaction in various ways, such as providing a positive work environment, offering career development opportunities, and ensuring fairness in treatment, the company can improve productivity, work quality, and employee health. Companies that focus on employee job satisfaction will be more successful in achieving goals and retaining a talented workforce.

V. CONCLUSION

Based on data analysis and discussion that has been carried out regarding the influence of work ethic, organizational commitment and job satisfaction affect employee performance at PT. Indomarco Prismatama Indomaret Group Depo Kendari, then the conclusions from the test results and analysis results can be drawn as follows:

1. Work ethic, organizational commitment and job satisfaction simultaneously have a positive and significant effect on employee performance. This means that the better the employee's work ethic, commitment and job satisfaction will have an impact on improving employee performance.
2. Work ethic has a positive and significant effect on employee performance. This means that the higher the attitude of the work ethic that employees have, the more they will improve their performance.
3. Organizational commitment has a positive and significant effect on employee performance. This means that the better the commitment that employees have, the more impact it will have on improving performance.
4. Job satisfaction has a positive and significant effect on employee performance. The direction of influence is positive, which means that the better the job satisfaction felt by employees, the better the performance will be.

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