

Original Research Article

Mediation Role of Organizational Commitments on the Influence of Human Capital and Work Ethos on Performance

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Abstract: This study aims to evaluate the function of organizational commitment in mediating the relationship between human capital and work ethics and employee performance at the State Savings Bank's Regional Office 3. This study's population comprises 1,285 workers working in Region 3 of the State Savings Bank. The Slovin formula was used to determine the number of research samples totalled 176 respondents. Structural Equation Modeling was employed to analyze the data (SEM) in this work. By the findings, Organizational Commitment rose proportionally to Human Capital and Work Ethic. Human Capital and Work Ethic positively correlate with Employee Performance in Regional Office 3 of the State Savings Bank. Regional Office 3 of the State Savings Bank demonstrates a correlation between organizational commitment and employee performance. Human Capital and Work Ethic affect employee performance via organizational commitment.

Keywords: Human Capital, Work Ethic, Organizational Commitment, and Performance.

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INTRODUCTION

The development of the banking world in Indonesia is proliferating; this can be seen from the real sector, the increasing number of banking companies growing in Indonesia. The development of the banking world is not only caused by external factors in the banking world, such as the increasing number of people's credit needs, but also by internal banking factors, such as advances in technology and human resources, as well as aspects of bank services. This paradigm makes banks more cooperative in facing increasingly fierce competition, with various efforts such as improving service quality and credit to attract customers' interest.

Bank BTN is incessantly trying to improve the company's performance as a tangible manifestation of being a leading bank in Indonesia. Rivai & Fawzi (2004) define performance as the result or level of success of a person within a certain period in carrying out activities relative to predetermined and mutually agreed-upon work standards, targets, or criteria. Increasing work productivity is one way to improve performance. Individual performance is a component of

the broader objectives that support the objectives of the work unit.

Employee performance is also an essential part of the company because employee performance will be a measure of the success of a company. The company's management has made various efforts to improve the quality of employee performance. PT. The State Savings Bank serves as an intermediary or intermediary for financial activities that act as a provider of capital for business actors and the public, as well as a place of storage and investment. One that can measure a banking employee's success is an increase in the number of customers.

The BTN performance appraisal guideline uses the Behaviorally Anchor Rating Scale (BARS) model. Kustiadi and Ikatrinasari (2018) state that BARS is a method that combines performance behaviour with personal traits possessed by employees who use observable behaviours and then compares them with characters, knowledge or skills as evaluative dimensions or competence to be measured. Assessment Guidelines performance is a behaviour that shows the performance of each component, and the values are

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arranged from the highest to the lowest value. The work appraisal guideline is composed of several behaviours that show the components that reflect the performance standards of BTN employees. These components must be met by every employee who works at BTN. The selection of performance appraisal components is based on the vision, mission, and work culture of BTN. Application The BARS method is expected to be able to compare an individual's performance on each item/dimension/measure against behavioural standards objectively.

One of the factors to improve employee performance is to pay attention to the human resource factor, which is a significant variable because the success or failure of a business requires human resources (Human Capital) who can compete using competitive advantages obtained through creative innovations. By intellectual capital owned by the company. BTN has several business units in the banking sector where all core management functions must develop Human Capital capacity, namely a particular unit that functions to build Intellectuality owned by BTN employees. Thus the performance achievement of all business units should be measured with equivalent achievements based on the Human Capital owned by each business unit.

Human resources play such an essential part in the organization that management should be more proactive in making human resources into Human Capital that requires care and development. Individual ability, motivation, Leadership, organizational climate, and workgroup effectiveness are the five components of Human Capital (Mayo, 2000). Components play varied roles in creating the company's Human Capital, which is directly tied to an individual's commitment to his responsibilities.

Work ethic is another aspect that affects employee performance. Employees who have noble sentiments about their WorkWork can work in good faith. Work ethic is a person's, a group's, or a nation's attitude, opinion, habit, attribute, or quality regarding how to work (Djafar & Komari, 2013). WorkWork Ethic is also closely tied to employee performance. Geertz (1992:50) defines ethos as a person's underlying attitude toward him or herself and the surrounding universe. Ethos is an evaluative feature that, when connected to the world of work, develops activities, in this case, a type of participation or care. Ethos is a belief-based value system that becomes a better way of life.

In Hayati and Canigo (2012), work ethic significantly increases organizational commitment in Islamic banks. The research of Salahudin *et al.*, (2015) indicates that work ethic has a strong beneficial effect on organizational commitment and that implementing a work ethic can assist in achieving remarkable

organizational commitment among employees. Chanzanagh and Akbarnejad's (2011) research concludes that Ethos Employment in Iran is above average, impacting performance. The seven dimensions of Work Ethic consist of work intentions, trusteehip, work type, work results for Islamic Ummah, Justice and fairness, cooperation and collaboration, and work as the only source of ownership. Hadiansyah's (2019) research indicates that work ethic influences employee performance.

Employee performance is also influenced by organizational Commitment—achievement of company goals and targets supported by highly committed resources. Titisari (2014:20-21) states that one of the essential keys to getting employee commitment is to help employees self-actualize by achieving everything they want. Low organizational Commitment reflects a lack of not entirely responsible enough for someone in carrying out their duties within the company, meaning that employees will have a sense of ownership and full participation in advancing the company if employees have a solid organizational commitment (Griffin, 2004, p. 78).

The individual's (employee's) strong organizational Commitment implies that he or she wishes to advance the company. High-commitment employees strive to finish not just their formal responsibilities but also additional WorkWork; if other employees are unable to complete a task, these dedicated individuals tend to assist their coworkers in order for the organization to achieve its goals—a corporation without comparing its employees' abilities to those of other workers. Organizational Commitment is an attitude that demonstrates employee loyalty and is a continual process in which people display concern for the organization's success and long-term development (Luthans, 2006, p. 249).

Organizational Commitment is an intervening variable in this study because organizational Commitment is one of the benchmarks to identify individuals towards the organization. Those with high Commitment tend to be more persistent and have low absenteeism than those with low Commitment (Rivai, 2005). Organizational Commitment is a concern in research because it significantly impacts work behaviour, such as employee performance. Commitment in the organization will make employees give their best to the organization where they work. Organizations believe that achieving excellence must strive for high individual performance; individual performance affects the team and organizational performance. Commitment means a strong acceptance within the individual of the goals and values of the organization so that individuals try and work and have a strong desire to stay in the company (Greenberg & Baron, 2000, p. 191). Hascaryo (2004), Chen (2006), Pangestuti (2009), and Yiing and Ahmad (2009)

concluded that organizational Commitment influences employee performance.

Previous studies have shown that there are gaps, namely differences in research results, which need further explanation of the mediating role of organizational Commitment and the influence of work ethic and professionalism on organizational Commitment and performance. The difference in the results of this study is thought to be due to differences in how organizations develop human resources and the level of individual human resources' ability to carry out work ethic, professionalism and Commitment to the organization.

This research was conducted at Bank BTN Regional Office 3 East Java; taking into account the Regional Office 3 of the State Savings Bank is pursuing a target as The Best Mortgage Bank in South East Asia in 2025, Bank BTN developed a targeted and measurable strategy such as efforts to improve employee performance, so that researchers conducted a study on the role of organizational Commitment in mediating the effect of work ethic and professionalism on employee performance at PT Bank Tabungan Negara (Persero) Tbk. This study aims to analyze the effect of Human Capital and Work Ethic on Employee Performance through Organizational Commitment at Regional Office 3 of the State Savings Bank.

LITERATURE REVIEW

The Influence of Human Capital and Work Ethic on Organizational Commitment

The conceptual underpinning of this study is that human capital is the overall value of an organization's people resources (Mantis & Jackson, 2002). Sinamo (2011:35) defines a work ethic as a set of positive and high-quality work behaviours built in a clear understanding and strong belief in a comprehensive work paradigm. The term paradigm refers to the central concept of WorkWork itself, which includes the underlying idealism, the principles that govern it, the noble values that drive it, the noble attitudes that it fosters, and the high standards to be attained, as well as the main character, mind, and spirit: principal, code of ethics, moral code, and code of conduct of its adherents. According to Djafar and Komari (2013), work ethic influences Organizational Commitment. Organizations must build a work ethic to regulate employee conduct, enhancing employee loyalty as a component of employee commitment. According to Husni (2014), an individual with a strong work ethic is characterized by behaviours such as hard effort, discipline, honesty and accountability, diligence and time management.

H1: Human Capital and Work Ethic positively and significantly affect Organizational Commitment.

The Influence of Human Capital and Work Ethics on Employee Performance

According to Tamara (2002), work ethic is the whole of personality and a method of expressing, perceiving, and giving meaning to anything that motivates an individual to perform and work properly. Sinamo (2005) describes work ethic as a collection of beneficial work behaviours built on consciousness, core beliefs, and absolute Commitment to an integral work paradigm. In this context, the term paradigm refers to the critical notion of WorkWork, which encompasses the underlying idealism, ruling principles, values that drive, attitudes that are born, standards to be attained, and the central character, fundamental thoughts, ethics, and moral code.

The ability of a company to achieve its highest performance level depends on every individual's work ethic and discipline; outstanding achievement must be recognized. Performance is the quantity and quality of WorkWork accomplished by an employee fulfilling his responsibilities. Success necessitates a positive and ideal mindset, mental state, psychological skill, and work ethic.

H2: Human Capital and work ethic have a favourable and substantial impact on employee performance.

The Effect of Organizational Commitment on Employee Performance

According to Griffin (2004:78), organizational Commitment is an attitude that shows the degree to which an individual is familiar with and devoted to his organization. According to Robbins (2001: 100), organizational Commitment is the extent to which an employee supports an organization's aims and intends to maintain membership. In the meantime, according to Luthans (2006:124), organizational Commitment is an employee's Commitment toward the organization. It is also a constant process in which organizational members demonstrate concern for the organization's well-being and success.

According to order (2004), a company's performance will vary depending on who manages it. Therefore, various human resources will provide varying added value when managing the same corporate assets. It might be inferred that the company's tangible assets are inactive without human resources that can manage and produce value. Recent studies have demonstrated the correlation between employee performance and the HR management process inside an organization.

H3: Organizational Commitment has a positive and significant effect on Employee Performance.

The Influence of Human Capital and Work Ethic on Employee Performance through Organizational Commitment

Human Capital is defined by Gaol (2014:696) as the accumulation of knowledge, skills, experience,

and other relevant workforce traits inside an organization's workforce, which stimulates production, performance, and attainment of strategic objectives. According to Winy (2012), Human Capital is the notion that people are not only resources but rather capital that generates returns and that every expenditure made to increase the quality and quantity of capital is an investment. According to Mayo (2000:120), human capital comprises five elements: individual competence, individual motivation, Leadership, organizational climate, and workgroup effectiveness.

Research conducted in Utah in 2020 indicates that work ethic, job happiness, and corporate culture impact employee performance. Prasada (2020) states that work ethic and pay are essential for organizational Commitment. According to Santika (2018), work environment, work ethic, and discipline influence employee performance. Hadiansyah's (2015) research on the influence of work ethic on employee performance (2020) demonstrates that work ethic positively affects performance, implying that a better work ethic will increase performance. Din (2019) demonstrates that work ethic positively affects performance, which means that a superior work ethic will result in enhanced performance. Bataineh (2020) demonstrates that work ethic affects performance in a good way, which means that a better person's work ethic will enhance performance.

According to Soleman's (2019) research, organizational Commitment positively affects employee performance, which means that the more robust an individual's organizational Commitment, the better the employee performance. Pranita (2019) demonstrates that organizational Commitment has a beneficial effect on employee performance, i.e., the higher an individual's organizational Commitment, the better their performance. Triatmanto (2019) demonstrates that organizational Commitment and Human Capital influence employee performance positively. Employees with a high level of Commitment will use every effort to accomplish organizational objectives.

According to Rivai and Basri (2005:50), performance is the result or level of success of a person as a whole within a certain period in completing duties compared to numerous possibilities, such as work standards, targets or targets or previously agreed-upon criteria. Essentially, performance is what employees do or do not do. Mangkunegara (2009:62) claimed that performance results from WorkWork in the quality and quantity attained by an employee in fulfilling his assigned duties.

H4: Human Capital and Work Ethic have a favourable and substantial influence on Employee Performance via Organizational Commitment.

RESEARCH METHODS

The research design is a description or description that details the research components so that the research design is used as a guide in carrying out research. This research design is quantitative research using the explanatory research method. The research was carried out at Regional Office 3 of the State Savings Bank. The research location is in Regional Office 3 of the State Savings Bank, covering Bangkalan, Banyuwangi, Denpasar, Gresik, Jember, Kediri, Kupang, Madiun, Malang, Mataram, Mojokerto, Sidoarjo, Surabaya, and SBD. This research was conducted at Bank BTN Regional Office 3 East Java; taking into account the Regional Office 3 of the State Savings Bank is pursuing a target as The Best Mortgage Bank in South East Asia in 2025, Bank BTN developed a targeted and measurable strategy such as efforts to improve employee performance.

The population in this study were employees in Region 3 of the State Savings Bank, totalling 1,285 employees. The amount of the research sample was determined using Slovin. Formula SEM analysis using the AMOS 21 program. Ghazali (2008:3) explains that *structural Equation Modeling* is a combination of two statistical methods: factor analysis and simultaneous equation modelling. This study aims to describe and analyze the effect of exogenous variables on endogenous variables. These variables are latent variables formed by several indicators (observed variables).

The causal relationship between Human Capital, Work Ethic, and Organizational Commitment variables and their implications for Employee Performance will be tested with the SEM analysis model. Therefore, descriptive analysis approaches were utilized to define research variables, and SEM analysis techniques were used to evaluate the data in this study using the AMOS (Analysis of Moment Structure) application package. SEM permits researchers to assess the validity and reliability of research instruments, confirming the model's accuracy and examining the effect of one variable on other variables.

DISCUSSION

The evaluation of this constructed model aims to investigate the level of support of the research indicators with the measured latent variables. There are five variables and twelve research indicators. The AMOS program determines the factor loading indicator value for each latent variable in this study.

Table 1
Research Indicator Loading Factor Value

Variable	Indicator	Statement Items	Loading Factor	Prob
Human Capital(X1)	1. Individual capability	X1.1	0.847	0.000
	2. Individually motivated	X1.2	0.868	0.000
	3. Leadership	X1.3	0.644	0.000
	4. The organizational climate	X1.4	0.806	0.000
	5. Workgroup effectiveness	X1.5	0.846	0.000
Work Ethic (X2)	1. Appreciate time	X2.1	0.779	0.000
	2. Tough and never give up	X2.2	0.877	0.000
	3. Desire to be independent	X2.3	0.859	0.000
	4. Adjustment	X2.4	0.886	0.000
Organizational Commitment (Z)	1. Making adjustments	Y1.1	0.758	0.000
	2. Embrace loyalty	Y1.2	0.837	0.000
	3. Actively support	Y1.3	0.922	0.000
	4. Personal sacrifice	Y1.4	0.814	0.000
Performance (Y)	1. Quantity	Y2.1	0.819	0.000
	2. Quality	Y2.2	0.896	0.000
	3. Punctuality	Y2.3	0.839	0.000
	4. Presence	Y2.4	0.762	0.000
	5. Ability to work together	Y2.5	0.851	0.000

Five indicators reflect the Human Capital variable: Individual capability, Individual motivation, Leadership, organizational climate, and Workgroup effectiveness. Based on the loading factor value, as shown in Table 2, shows that each Human Capital indicator has a loading factor value of > 0.5 and $p < 0.05$, therefore, it can be stated that the five indicators measured reflect the Human Capital variable. In the evaluation of the loading factor, it was found that the indicator of *individual capability* most dominantly reflects Human Capital.

Five indicators reflect the work ethic variable: respecting time, being rigid and unyielding, wanting to be independent, and adjusting. Based on the value of the loading factor, as shown in Table 3, each of the Work Ethic indicators has a loading factor value of > 0.5 and $p < 0.05$, therefore, it can be stated that the five indicators measured reflect the Work Ethic variable. The evaluation of this loading factor found that the most dominant self-adjustment indicators reflect the work ethic.

Five indicators reflect the variable of Organizational Commitment, namely making adjustments, modelling loyalty, actively supporting, and making personal sacrifices. Based on the loading factor value shown in Table 18, each Organizational Commitment indicator has a loading factor value of > 0.5 and $p < 0.05$; therefore, it can be stated that the five indicators measured reflect the Organizational

Commitment variable. In evaluating this loading factor, it was found that the indicators that actively support the most dominantly reflect Organizational Commitment.

Five indicators reflect the Performance variable: Quantity, Quality, Punctuality, Attendance, and Ability to Work Together. Based on the loading factor value, as shown in Table 18, each performance indicator has a loading factor value of > 0.5 and $p < 0.05$; it can be stated that the five measured indicators reflect the performance variable. In evaluating this loading factor, it was found that the most dominant quality indicators reflect performance.

The approved structural equation model parameters are worked out by comparing the recommended cut-off value sizes. The absolute parameter is the Chi-Square value, and the probability as recommended is the calculated Chi-Square value ($69.955 < \text{Chi-Square Table } (\alpha=0.001, DF=44)$ the probability level of 10% is greater than 5%. The recommended cut-off value is sufficient for incremental parameters such as RMSEA, GFI and TLI. It can be concluded that the structural equation model designed is approved for further use to analyze the influence between research variables and to prove research hypotheses.

The first hypothesis is assessed on Human Capital and Work Ethic, which affects Employee Commitment.

Table 2
Direct Effect Test Results

No	Exogenous Variable	Endogenous Variables	Coefficient Standardized	Prob	Results
1	X1	Y1	0.325	0.016	Significant
2	X2	Y1	0.667	0.000	Significant
3	X1	Y2	0.388	0.000	Significant
4	X2	Y2	0.540	0.000	Significant
5	Y1	Y2	0.048	0.047	Significant

X1: *Human Capital*
 X2: *Work Ethic*
 Y1: *Organizational Commitment*

Human Capital's influence on Organizational Commitment has a coefficient value of 0.325 and a probability value of 0.016, less than 5%. According to the findings, human capital has a considerable impact on organizational commitment. The coefficient value of the Work Ethic variable on Organizational Commitment is 0.667, with a probability value of 0.000 below the threshold (0.05). The hypothesis is so accepted.

Human Capital and Work Ethic influence employee performance; the coefficient value of the influence of Human Capital on performance is 0.388 with a probability value of 0.000, which is less than 5%. The acquired data indicate that Human Capital substantially impacts employee performance. The influence of the work ethic variable on employee

performance is 0.540, with a probability value below the cut-off of 0.000. (0.05). The hypothesis is so accepted.

Human Capital and Work Ethic were evaluated for their influence on Employee Performance; the coefficient value of the influence of the Organizational Commitment variable on Employee Performance was 0.048, with a likelihood value of 0.047 less than the cut-off (0.05). Evaluation results indicate that Organizational Commitment has a substantial impact on Employee Performance. The hypothesis is so accepted.

The fourth hypothesis is assessed on Human Capital and Work Ethic, influencing Performance through Organizational Commitment Employee.

Table 3
Indirect Effect test results

No	Exogenous Variable	Mediation Variable	Endogenous Variables	Coefficient Standardized indirect influence	Coefficient Standardized direct influence	Coefficient Standardized total influence	Results
1	X1	Y1	Y2	0.549	0.033	0.582	Significant
2	X2	Y1	Y2	0.388	0.016	0.404	Significant

X1: *Human Capital*
 X2: *Work Ethic* Y1: *Organizational Commitment*
 Y2: *Performance*

The direct effect of the Human Capital variable is the standardized coefficient value of 0.549 and the work ethic of the standardized coefficient of 0.388. Compared to the total influence of the Human Capital variable, the standardized coefficient value is 0.582, and for the work ethic, the standardized coefficient value is 0.404. The comparative value shows that the total effect is higher than the direct effect. Based on the description above, it can be made a statement of the fourth hypothesis that has been proven, namely Human Capital and Work Ethic, have an effect on Employee Performance through Organizational Commitment.

An interesting finding that needs to be considered is that work ethic has the highest standardized coefficient of real influence compared to Human Capital because employees can value time and

optimize time appropriately. Employees always work hard and do not give up easily in facing every challenge. Employees try to actualize all their abilities and learn new things at work. Employees can make adjustments to the work environment and co-workers.

In addition, work ethic has the most significant influence on organizational Commitment, which has implications for increasing employee performance. It can be explained that the work ethic is in the form of employees' ability to respect time, employees who are tough and never give up, employees who have the desire to be independent, and employees who can make adjustments to work optimally in achieving the goals set by the company.

DISCUSSION

The majority of respondents in this study agree on the variable *human Capital*; This means that the Human Capital of employees is reasonable and appropriate. The Individual capability indicator shows that employees have the expertise and skills in their field of work work, meaning "the right man, the right place", so that employees obey the rules and respect organizational norms. Individual motivation indicators show that employees have the knowledge and capability to carry out their WorkWork so that employees actively support the company's vision and mission. Leadership indicators show that employees can lead and organize WorkWork according to their abilities so that employees feel proud to be part of the company. The organizational climate indicator shows that employees can adapt well to the work environment, for example, working well with colleagues so that employees have a complete totality towards WorkWork. Indicator *Workgroup effectiveness* shows that employees help each other in their WorkWork, for example, when the credit marketing team and credit analyst have the same information to adapt to the organization's mission.

Most respondents agreed on the variable work Ethic, meaning that the employee's work ethic is excellent and appropriate. Indicator respecting time shows that employees can optimize time appropriately to place the organization's interests above personal interests; for example, all employees must be present for overtime hours. Indicator tough and unyielding shows that employees always work hard to face every challenge; for example, the teller department is also required to sell some of the company's products. Indicators' desire to be independent shows that employees are trying to actualize all their abilities; for example, employees in the credit department can achieve the target of loan disbursement so that employees, for example, are Tapera products. have the whole totality of the WorkWork. Indicator self-adjustment shows that employees can make reasonable adjustments to the work environment; for example, employees are willing to do job desk rotations, so employees must comply with applicable rules and regulations.

The results of this study are in line with research conducted by Usuh (2020), Syakir (2020), Marlina (2020), Oktaviani (2019), Hidayat (2019), Ritonga (2019), Hadiansyah (2015), Syaifuddin (2019), Miswanto (2020), Din (2019), Bataineh (2020), Peprah (2020), Siswanto (2019), Soleman (2019), Pranita (2019), Triatmanto (2019) showed that organizational Commitment and Human Capital had a positive effect on employee performance. Higher organizational Commitment, Organizational Commitment, and Human Capital will improve employee performance.

The Influence of Human Capital and Work Ethics on Employee Performance

Most respondents agreed on the variable *human Capital*; This means that the Human Capital of employees is reasonable and appropriate. Individual capability indicators show that employees have the skills to do their jobs; for example, teller employees are required to be communicative because they deal directly with customers so that employees can produce WorkWork according to job standards. Individual motivation indicators show that employees can do WorkWork optimally; for example, employees in the credit distribution department can achieve predetermined targets so that employees always try to produce the best output. Leadership indicators show that employees can lead and organize WorkWork according to their abilities so that employees can produce WorkWork by what is set by the company. The organizational climate indicator shows that employees can adapt well to the work environment; for example, the credit department has accurate information in deciding credit so that employees can work together to complete a task. Indicator *Workgroup effectiveness* shows that employees help each other at WorkWork; for example, the back office helps each other in completing WorkWork so that employees can complete a job on time according to the characteristics of the job.

Most respondents agreed on the variable work Ethic, meaning that the employee's work ethic is excellent and appropriate. Indicator respecting time shows that employees can optimize time appropriately to finish a job quickly. Indicator tough and unyielding shows that employees never give up in facing every challenge, especially credit employees with high targets and pressure so that employees can produce WorkWork by what set by the company. Indicators of a desire to be an independent show that employees are trying to learn new things at work. For example, there is a job desk rotation so that employees can work together as a team to complete a task. Indicator self-adjustment shows that employees can make adjustments with co-workers so that employees always try to produce the best output.

The results of this study are in line with research conducted by Usuh (2020), Syakir (2020), Marlina (2020), Prasada (2020), Ningsih (2020), Oktaviani (2019), Hidayat (2019), Yantika (2018), Ritonga (2019), Hadiansyah (2015), Syaifuddin (2019), Miswanto (2020), Din (2019), Bataineh (2020), Peprah (2020), Siswanto (2019), Soleman (2019), Pranita (2019), Triatmanto (2019) shows that organizational Commitment and Human Capital have a positive effect on employee performance, meaning that the higher the organizational Commitment and Organizational Commitment and Human Capital will improve employee performance.

The Effect of Organizational Commitment on Employee Performance in Regional Office 3 of the State Savings Bank

Most respondents agreed on the organizational commitment variable, meaning that the employee's Commitment is excellent and appropriate. Indicators of making adjustments show that employees must respect organizational norms because, as SOE employees, it is appropriate to apply AKHLAK (Many, Competent, Harmonious, Collaborative, Adaptive, and Loyal so that employees are always trying to produce the best output. Indicators of exemplary loyalty show that employees feel proud to be part of the organization; for example, employees are never absent from WorkWork, so employees always try to be present daily WorkWork. Indicators support actively showing that employees can support the organization's mission, for example, the mission of becoming a model regional office for other regional offices, so that-employee always try to produce the best output. Indicators of making personal sacrifices show that employees can put the organization's interests above personal interests; for example, they are willing to do overtime at the end of the work period so that employees can produce WorkWork according to job standards. The results of this study are in line with research conducted by Usuh (2020), Syakir (2020), Marlina (2020), Ningsih (2020), Oktaviani (2019), Hidayat (2019), Yantika (2018), Ritonga (2019), Hadiansyah (2015), Miswanto (2020), Din (2019), Bataineh (2020), Peprah (2020), Siswanto (2019), Soleman (2019), Pranita (2019), Triatmanto (2019).

The Influence of Human Capital and Work Ethic on Employee Performance through Organizational Commitment at Regional Office 3 of the State Savings Bank

Human Capital's influence on Organizational Commitment has a coefficient value of 0.325 and a probability value of 0.016, less than 5%. According to the findings, human capital considerably impacts organizational commitment. The coefficient value of the Work Ethic variable on Organizational Commitment is 0.667, with a probability value of 0.000 below the threshold (0.05). The hypothesis is so accepted. Human Capital and Work Ethic influence employee performance; the coefficient value of the influence of Human Capital on performance is 0.388 with a probability value of 0.000, which is less than 5%. The acquired data indicate that Human Capital substantially impacts employee performance. The influence of the work ethic variable on employee performance is 0.540, with a probability value below the cut-off of 0.000. (0.05). The hypothesis is so accepted. Human Capital and Work Ethic were evaluated for their influence on Employee Performance; the coefficient value of the influence of the Organizational Commitment variable on Employee Performance was 0.048, with a likelihood value of 0.047 less than the cut-off (0.05). Evaluation results indicate that Organizational Commitment has a

substantial impact on Employee Performance. The hypothesis is so accepted.

CONCLUSIONS AND RECOMMENDATIONS

The descriptive analysis shows that the Human Capital variable that the respondents most appreciate is the workgroup effectiveness indicator. The work ethic variable most appreciated by respondents is the indicator of respect for time. The variable of Organizational Commitment most appreciated by respondents is the indicator of making adjustments. The performance variable that respondents most appreciate is the Attendance indicator. The results showed that the higher the Human Capital and Work Ethic, the higher the Organizational Commitment. Increasing Human Capital is a top priority to form employees who have high organizational commitment. Work ethic is also an essential part as manifestation of the totality of employees to be able to grow organizational commitment in the minds of each employee. The results showed that the higher the Human Capital and Work Ethic, the higher the Employee Performance. Adequate Human Capital as one way to achieve employee performance. Work ethic is also considered capable of influencing performance because the more employees have total dedication to the organization, the more performance will increase. The results showed that the higher the Organizational Commitment, the higher the Employee Performance. Employees with high organizational commitment will try to work optimally to produce the appropriate output. The results showed that the higher the role of Organizational Commitment in mediating Human Capital and Work Ethic, the higher the Employee Performance. The role of Organizational Commitment in mediating Human Capital and Work Ethic is an intrinsic factor within each employee so that adequate Human Capital and a high Work Ethic will always be committed to improving employee performance.

For practitioners, research results can be used as material for consideration in formulating strategies and policies for improving employee performance, such as providing soft skills training to improve employee personal abilities. It is hoped that further researchers can expand research studies in other service fields, such as variables of quality of work life and turnover intention to improve employee performance.

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