

The Influence of Organizational Culture and Organizational Commitment Towards Employee Performance Through Work Ethics at PT. PLN (Persero) UPDK Belawan

Rizhar Solihin Pratama¹, Prihatin Lumbanraja¹, Muhammad Zarlis¹

¹Master of Management Science Study Program Faculty of Economics and Business Universitas Sumatera Utara

Corresponding Author: Rizhar Solihin Pratama

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ABSTRACT

Human resources are one of the factors that need to be well managed by companies. Human resource management must be done professionally in order to produce competent human resources so that they can improve the performance of individuals and companies. This study aims to determine the influence of organizational culture and organizational commitment on employee performance through work ethics at PT. PLN (Persero) Belawan. This study is associative research with a quantitative approach. The sample in this study has as many as 175 respondents, and the data analysis techniques used to test the hypothesis are descriptive analysis and structural equation modeling (SEM) analysis. According to the findings, organizational culture has a positive and significant impact on work ethic. Work ethics are positively influenced by organizational commitment. Work ethic has a positive and significant impact on employee performance. Organizational culture has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance, while indirect effect results show that organizational culture has a positive and significant effect on employee performance through work ethic. Organizational commitment has a positive and significant effect on employee performance through work ethic.

Keywords: Organizational Culture, Organizational Commitment, Work ethic, Employee Performance

INTRODUCTION

Human resources are a factor that needs to be managed properly. Human resource management is carried out professionally in order to produce competent human resources so that they can later improve the performance of individuals and companies. To realize this success, organizations must always improve the quality of human resources so that performance becomes more satisfactory. Quality improvement is a way to get employees more motivated and clear on how to reach their goals. Employee performance needs to get the attention of the organization because it will affect the quality and quantity of the organization facing global competition. If the company's human resources were more highly motivated, creative, and innovative, their performance would be even better. Performance must be owned by every employee to carry out each task and responsibility given. The company makes an assessment of the performance of its employees to see how far the company's goals have been achieved. Work results in quality and quantity achieved by employees in carrying out their duties are in accordance with the responsibilities given to them

(Mangkunegara, 2017). Efforts to improve employee performance are a serious challenge for management. The success of achieving company goals and the survival of the company depend on good employee performance and cannot be separated from the organizational culture that becomes their personal value. PT PLN (Persero) UPDK

Belawan aspires to consistently improve its performance in order to deliver the best services possible. The achievement of employee performance at PT. PLN (Persero) is shown in Table 1 below, which displays the outcomes of the performance evaluation from 2018 to 2020.

Table 1: Employee Performance Results Summary for 2018–2020

Criteria	Description	2018 (Person)		2019 (Person)		2020 (Person)	
		Semester		Semester		Semester	
		I	II	I	II	I	II
Very good	91-100	73	86	87	92	56	72
Good	76-90	93	91	107	106	104	96
Enough	61-75	21	17	32	24	35	25
Tolerable	51-60	5	3	5	7	2	4
Less	<50	-	-	-	-	-	-
Number of Employees		192	197	200	211	197	197

Table 1 shows that there is a decrease in performance in some rankings, as in 2020 compared to 2019. From the pre-survey results, the decrease in performance is due to several factors; organizational culture, organizational commitment, and work ethic. The relationship between organizational culture and the achievement of one's performance is believed to be very closely related. Organizational culture is a major determining factor in successful organizational performance. The success of the organization in implementing aspects or values culture encourages the organization to grow and develop continuously. Weak organizational culture results in decreased performance. Organizational culture can influence responses to the external environment. A shared value system and beliefs about how to work on something important. In this way, organizational culture provides a framework that organizes and directs positive behaviors toward improving employee performance. Organizational culture is a special feature of a company and can distinguish one company from another. Yansen and Raharja (2017) reached the conclusion that organizational culture has a positively significant effect on employee performance. According to the findings of Saputra and Djastuti (2015), a strong organizational culture may improve the performance of

organizations and their workers. This will have a beneficial effect on the employee, and control is required without the use of official bureaucracy. Maabuat (2016) and Sriekaningsih (2017), on the other side, concluded that organizational culture had no effect on performance. Organizational commitment, in addition to organizational culture, influences employee performance. When workers comprehend the organization's values, it will have an effect on their job performance. Organizational commitment affects employee performance. Akram et al. (2016) and Ranti (2016) concluded that organizational commitment has a positive and significant effect on employee performance. Unfortunately, the results of this study contradict the conclusions of the studies of Marsoit et al. (2017) and Hendrawan (2017), which showed that organizational commitment does not have a significant effect on the performance of Indonesian Services Insurance employees. Differences in the values adopted by companies and employees can affect the commitment of employees. Companies can provide knowledge to employees to have values that are in line with company goals. Organizational commitment is the identification and involvement of a person in an organization, which reflects the loyal attitude of employees to the organization

and can affect the success of the company in the face of environmental changes. Organizational commitment is a dynamic process that is worked on continuously. Organizational commitment is also related to employees' willingness to share and sacrifice for the company. This commitment is related to the emotional attachment, identification, and involvement of employees with an institution. The benefits of high employee commitment will increase productivity, decrease employee inflows and outflows, as well as improve the managerial quality of the company. In addition to organizational culture and organizational commitment, work ethic also affects employee performance. The work ethic possessed by employees is the totality of their personalities as well as the way they express, view, believe, and give meaning to something, which motivates them to act (Tasmara, 2016). A work ethic is an essential part of human success, both in the limited work community and in the wider social environment. With a high work ethic, the company can increase productivity as expected. Improving work ethic in the organization is the duty and responsibility of all levels, especially leaders, in building and guiding employees to work better in accordance with their main duties and functions. Employee performance is related to work ethic. Karauwan (2015) showed that work ethic affects employee performance. In contrast, Deryn (2018) concluded that work ethic has no effect on employee performance. This is because each employee's work ethic has already been formed without any help from the company. The research questions developed are as follows:

R1: Does organizational culture and organizational commitment affect the work ethic of employees and employee performance at PT PLN (Persero) UPDK Belawan?

R2: Does work ethic affect the performance of employees at PT PLN (Persero) UPDK Belawan?

R3: Does organizational culture and organizational commitment affect employee performance through work ethic at PT PLN (Persero) UPDK Belawan?

This research aims to identify and analyze the effects of organizational culture and organizational commitment on employee work ethic and performance at PT PLN (Persero) UPDK Belawan. Identify and analyse the effects of work ethic on employee performance, as well as the impact of organizational culture and organizational commitment on employee performance through work ethic. This study will contribute to the development of new theoretical and empirical understandings of organizational culture, organizational commitment, work ethic, and employee performance. In addition, it contributes to the advancement of human resource concentration management science theory. In practice, this study may support corporate human resource management in making pertinent choices and serve as a point of reference for expanding its concept.

LITERATURE REVIEW

Employee performance

According to Afandi (2018), performance is the outcome of work that may be accomplished by an individual or group of individuals inside an organization in line with their various authorities and responsibilities in order to fulfill organizational goals. According to Khotimah, et al. (2017), performance is a predefined standard and is used as evidence that a person has attempted their best. Performance is also connected to the quantity and quality of work outcomes obtained via the execution of assigned tasks in line with specific duties. The outcomes of a person's effort are proportional to the size relevant to the task at hand. Individual performance serves as the basis for organizational performance. Important to an organization's success is the existence of capable and skilled workers with strong morale, so that acceptable work results may be anticipated. An individual who is capable

of fulfilling the organization's standards may have low morale, causing his performance to fall short of expectations (Pasaribu and Krisnaldy, 2020). The work of employees may be regarded from the angle of quality, quantity, working time, and cooperation to accomplish the objectives stated by the organization (Sutrisno, 2016). According to Fahmi (2017), performance is the result of a process that refers to and is measured over a certain period of time based on provisions or agreements and is guided by norms, standard operating procedures, criteria, and measures that have been established or applicable in the organization (Torang, 2014). Jamaludin (2017) confirms that the factors that influence employee performance are: individual ability, effort devoted, and organizational support. Other factors that determine performance include personal/individual factors, leadership factors, team factors, system factors, and contextual (situational) factors (Parwoto, et al., 2017), and performance measurement can be seen in aspects of quality, quantity, working time, and teamwork, and will achieve the goals set by the organization (Daulay, et al., 2019). Performance aims to develop strategies that will be used by the company to achieve higher targets. The purpose of employee work performance is for evaluation and development (Sinambela, 2018). Furthermore, Sinambela (2018) argues, the benefits of performance management for employees include: solving complaints; providing scheduled forums to discuss work progress; receiving the feedback they need to assess how far they have achieved and find out where they are; helping employees to understand what they need to do and why it should be done; performance management provides the power to make day-to-day decisions and provides opportunities for employees to develop new skills and abilities. This process is to identify performance improvement barriers such as insufficient resources.

Work ethic

Etymologically, work ethic comes from the Greek language, which is *ethos*, which means attitude, personality, character (basic nature), character, will, morality, customs (Darodjat, 2015). In terminology, the word *ethos* has three differences, namely: a general rule; a set of rules of conduct and inquiry into the way of life; and a set of rules of conduct. Work ethic is a set of positive behaviors and foundations that include motivations that move them; key characteristics; basic spirit; basic thoughts; code of ethics; moral codes; codes of conduct; attitudes; aspirations; beliefs; principles; and standards. Low work ethic and productivity are reflected in discipline, work ethic, and low productivity. A person's work ethic is formed from the motivation that radiates from his life's basic attitude towards work. Dynamic work ethics are always influenced by various factors, both external and internal, in accordance with human nature as a social being. It can be concluded that a work ethic is a set of work behaviors that include values that drive the standards to be achieved, including the main character, basic thoughts, a code of ethics, moral code, a code of conduct, and governing principles.

According to Priansa (2016), work ethic has a number of characteristics that become the identity of the meaning of work ethic itself. Interpersonal skills, initiative, and dependability are the three main characteristics of work ethic. Factors that determine the work ethic of employees (Priansa, 2016) include internal factors such as religion, education, individual motivation, age, and gender, while external factors consist of culture, socio-political conditions, environmental conditions, economic structure, and level of welfare. While the dimensions and indicators of work ethic (Darodjat, 2015) include hard work, smart work, and sincere work, Sinamo (2014) mentions that the indicators to measure work ethic are such as: work is grace, work is trust, work is calling, work is

actualization, work is worship, work is art, work is honor, work is service.

Organizational Culture

Organizational culture encompasses a larger and more profound component and serves as the foundation for establishing an optimal organizational climate. Culture is the sum total of non-instinctual human thoughts, acts, and ideas that can only be activated by humans following a learning process. Culture is the essence of an organization's significance. According to Chaerudin (2019), organizational culture is defined as beliefs or standards of behavior that are known and accepted by members of the organization as rules of conduct inside the organization. According to Hari (2015), organizational culture is a system embraced by all organization members that differentiates one organization from another. The organizational culture serves as the direction for employees to consider the interests of every employee. Ismail (2012) argues that organizational culture is a collection of assumptions of norms and values as a belief system that evolves and develops inside an organization to serve as a guide for its employees, allowing the company to engage in external adaptation and internal integration to stay alive. Organizational culture is a system of distributing beliefs and values that emerge inside an organization and guide the conduct of its people, and it may be a significant competitive advantage tool. Innovation and willingness to take chances; attention to detail; results-oriented, human-oriented, team-oriented, aggressive, and resilient characterize organizational culture (Mulyadi, 2018). Kreitner and Kinici (2014) suggest that the qualities of a work culture need to be imparted to new workers through a socialization process. They should also influence how people behave and perform at work on two distinct levels, with each level differing in terms of viewpoint and adaptability. Each business is accountable for adopting a written organizational behavior that shows honesty and ethics and

can be upheld by all personnel. Culture serves as a process of reason and control that leads and modifies the attitudes and behaviors of workers, so enhancing the social system's stability. This is due to the fact that culture is a social adhesive that helps to unite organizations by providing standards on what employees should say and do and acting as a boundary setter; that is, culture distinguishes an organization from others, fostering the emergence of a commitment to something greater than individual interests (Darojat, 2015).

As a differentiator to the environment; as an adhesive for organizational members in an organization; promoting the stability of social systems; as a mechanism in guiding and shaping the attitudes and behaviors of organizational members; as an integrator; forming behavior for members of the organization; as a suggestion to solve the major problems of the organization; as a reference in fomenting organizational change Conclusion: the purpose and role of organizational culture is to serve as a control guide in changing the attitudes and actions of workers in addressing organizational challenges by adopting more creative values and norms.

There are two types of organizational cultures: strong organizational cultures (strong organization culture) and weak organizational cultures (weak organization culture). A strong organizational culture indicates how many members of the organization recognize and carry out their duties in accordance with the values set by the organization (Hakim, 2015). Strong organizational culture is described as a culture that instills the main values of the organization firmly or strongly and widely accepted among employees, while a weak organizational culture (weak culture) is a level of culture where everyone has different values. Therefore, there is ambiguity about the goals and principles that underlie every company's decision (Saputra, 2018). To sustain performance, a strong organizational culture is required, and to do so, accomplishments in

organizational culture such as innovation and risk-taking courage, attention to detail, results-oriented, aggressive attitude, and resilience must be recognized (Edison et al., 2016). The organizational culture of state-owned enterprises is driven by core values such as trust, competence, harmony, loyalty, and adaptability.

Organizational Commitment

Mubarok (2017) defines organizational commitment as an attitude that demonstrates employee loyalty to the organization and the continual process by which employees of the organization show their care for the organization's success and long-term development. Commitment to the organization occurs when an employee supports an organization and its objectives and wishes to continue participation in that organization (Suarjana, et al. 2016). Organizational commitment is a strong attitude of acceptance and belief in an organization's values and goals, as well as a strong motivation to continue membership in order to accomplish organizational goals (Dewi & Hasniati, 2017). Organizational commitment is when an employee supports a certain organization and has the goals and aspirations to remain a member of that organization. Therefore, strong work engagement is advantageous for an individual's specific employment. Organizational commitment is an attitude that displays a person's recognition of and attachment to his or her organization. A person with a strong commitment is likely to see themselves as a real member of the organization (Moorhead & Griffin, 2015). Organizational commitment is a psychological condition connected with strong beliefs; trust and acceptance of organizational goals and values; a strong willingness to work for the organization; and the degree to which a person stays a member of the organization. According to Moorhead and Griffin (2015), elements such as personal factors, situational factors, and positional factors influence an individual's organizational

commitment via a multidimensional approach. There are many ways to increase employee commitment to the company (Sari, 2018), such as making the organization charismatic, fostering tradition, instituting thorough grievance processes, facilitating broad two-way communication, and fostering a feeling of community. All aspects of the company as a community with shared values, such as fostering value-based homogeneity, coming together, promoting from within, and committing to actualize. Identification, involvement, and loyalty are the three key components of organizational commitment (Kaswan, 2015).

The influence of organizational culture on employee work ethic

Organizational culture, in fact, has great value for the progress of an organization. Organizational culture covers a broader and deeper aspect and is the basis for the creation of an ideal organizational climate. Eldridge and Crombie in Wirawan (2012) state that organizational culture is "the unique configuration of norms, values, beliefs, ways of behaving, and so on that characterize the manner in which groups and individuals combine to get things done." Fahrudin's (2020) research shows that there is a positive and significant influence of organizational culture on employee work ethic. The great influence of organizational culture on teachers' work ethic is shown by the results of research that shows the high level of organizational culture has significant implications for work ethic.

The influence of organizational commitment on employee work ethic

Organizational commitment is an individual's psychological state associated with strong beliefs, trust, and acceptance of organizational goals and values, a strong willingness to work for the organization; and the degree to which he or she remains a member of the organization. As Dewi (2017) stated, organizational commitment is a strong attitude of acceptance and belief in

the values and goals of an organization, as well as a strong encouragement to maintain membership in the organization in order to achieve organizational goals. Fauzi's (2017) research shows that there is a positive and significant influence between organizational commitment and employee work ethic.

The influence of organizational culture on employee performance

Mangkunegara (2017) asserts that organizational culture is related to a set of assumptions or belief systems, values, and norms developed in the organization that serve as behavioral guidelines for its members to overcome problems of external adaptation and internal integration. Darajat (2015) showed that employees are a driver of organizational operations; if their performance is good, organizational performance will also increase. Many factors affect employee performance, one of which is organizational culture. Organizational culture is a general perception owned by all members of the organization, so that every employee who is a member of the organization will have values, beliefs, and behaviors that are in accordance with the organization.

The effect of organizational commitment on employee performance

Performance is what can be accomplished in line with its responsibilities and duties. While commitment is an agreement to perform something with a strong feeling of duty (contract). Organizational commitment is the dedication generated by all of the organization's separate components in carrying out its activities. This promise may be fulfilled if members of the organization exercise their rights and responsibilities in

accordance with their various roles and functions, since the accomplishment of organizational objectives is the result of the collaborative efforts of all members of the organization. According to research conducted by Kouzes in Rommy (2011), only a government agency with a high level of dedication is capable of producing superior performance. According to a study conducted by Ivano (2013), organizational commitment positively impacts organizational performance.

The effect of work ethic on employee performance

A good work ethic in an agency can help employees to understand how they work to carry out their duties. A work ethic is a feeling, speech, and human actions that work in an agency, so it can be said that everything in the agency, including the way of thinking, behaving, and behaving, is influenced by the agency's work ethic. The ability of employees to understand the importance of a high work ethic should be possessed by every employee because every organization needs the hard work and high commitment of every employee. Every organization that always wants to move forward will involve members for its performance, among which every organization must have a work ethic. According to Suriansyah (2015), work ethic has a positive and significant influence on employee performance. From the above regression equation test, Suparman (2019) draws a conclusion about the effect of work ethic on employee performance, which has a positive or one-way effect on performance. Based on what has been stated so far, a conceptual framework for the problems can be put together as follows:

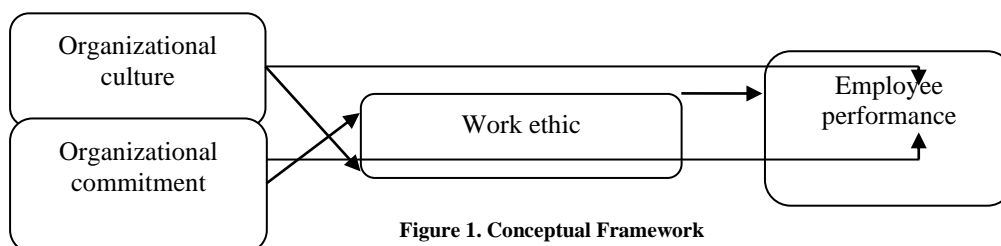


Figure 1. Conceptual Framework

H1: Organizational culture has a positive and significant effect on work ethics.

H2: Organizational commitment has a positive and significant effect on work ethics.

H3: Organizational culture has a positive and significant effect on employee performance.

H4: Organizational commitment has a positive and significant effect on employee performance.

H5: Work ethics have a positive and significant effect on employee performance.

H6: Organizational culture has a positive and significant effect on employee performance through work ethic.

H7: Organizational commitment has a positive and significant effect on employee performance through work ethic.

RESEARCH METHOD

This research method employs associative research. As stated by Sugiyono (2017), associative research aims to determine the relationship between two or more factors in order to analyze, explain, and observe the effect between variables presented as research hypotheses. This study was conducted from February to May of 2022.

Operational definition of research variables

Organizational culture (X1) is a system of shared values adopted by members that differentiates their organization from other organizations. Organizational commitment (X2) is a situation where employees feel confident and bound by the goals and values that exist in the company. Work ethic (Z) is the basic attitude of employees to assess work as a positive thing for improving their quality of life. Employee performance (Y) is a tangible behavior displayed as an achievement of work performance produced by the employee.

The scale for measuring data

This research used an interval scale, a scale with nominal and ordinal units that measures the difference in the amount of a concept between two observations. The scale is applied to data that can be rated, and

with the ranking, we can determine the difference between the ranks and their magnitude: strongly agree (5), agree (4), somewhat disagree (3), disagree (2), strongly disagree (1).

Samples and Data Collection Methods

As Ferdinand (2014) states, a population is a combination of all elements in the form of events, things, or people that have similar characteristics that are the center of attention of a researcher because this is seen as a universe of research. In this study, the population used is employees of PT. PLN (Persero) UPDK Belawan, which amounts to 308 people. This study uses purposive sampling. The sample criteria in this study are employees who have worked for at least 5 years. The determination of sample size in the study was made with the Slovin formula and the calculation results of 175 employees. Methods of data collection through questionnaires, interviews, and documentation.

Validity and Reliability

Validity and reliability tests were conducted on 30 individuals outside the research respondents. Situmorang (2019) stated that the validity test shows the extent to which a measuring instrument measures what it wants to measure. To see the validity of the corrected Item-Total Correlation value compared to r-table. The results of the calculation show that all the question instruments have a value of $r_{count} > r_{table}$ (0.361). It can be concluded that all statements are valid. The results of the reliability calculation are relatively consistent. The value of Cronbach Alpha from the study was > 0.8 . Thus, it can be concluded that all statement items are reliable.

Data analysis

The objective of descriptive statistical analysis is to describe and understand objects as they are (Sangadji et al., 2010). The goal is to methodically describe the fact, object, or topic as it is, with the goal of precisely presenting the facts and characteristics of the item under study.

Analysis using PLS (Partial Least Squares)

PLS is a multivariate statistical method for comparing several dependent variables and multiple independent variables (Abdillah and Jogiyanto, 2015). To estimate parameters and anticipate causal links, PLS does not presume a particular distribution. Since these models are non-parametric, parametric procedures for testing the importance of parameters are unnecessary. Using Structural Equation Modeling (SEM) and Smart Partial Least Squares (SmartPLS) software, the data for this study were analyzed. PLS model assessment involves

analyzing both the outer and inner models. The outer model is a measurement model for predicting the link between estimated indicators or parameters and latent variables, while the inner model is a structural model for predicting the causal relationship between latent variables. If forming a dimensional latent construct, testing or analysis is conducted at two levels: analysis on the First Order Construct or Lower Order Construct (latent dimensional constructs that are produced by their indicators) and analysis on the Second Order Construct or Higher Order Construct (constructs that are reflected or formed by dimensional latent constructs).

RESULTS AND DISCUSSION

Table 2: Characteristics of Respondents

Characteristics	Frequency	Percentage
Age Range		
19-to-24 years old	52	29,71
25-to-34 years old	65	37,14
35-to-44 years old	43	24,57
> 45 years	15	8,57
Total	175	100,00
Gender		
Male	97	55,43
Female	78	44,57
Total	175	100,00
Education		
Senior High School	10	5,71
Diploma	30	17,14
Bachelor degree	120	68,57
Master degree	15	5,00
Total	175	100,00
Working period		
< 2 Years	25	14,29
3-5 Years	64	36,57
6-10 Years	65	37,14
> 10 Years	21	12,00
Total	175	100,00

The characteristics of the respondents are shown in Table 2. On the basis of age, it is known that respondents aged 19–24 years represented 52 respondents (29.71%), those aged 25–34 years represented 65 respondents (37.14%), those aged 35–44 years represented 43 respondents (24.57%), and those aged > 45 years represented 15 respondents (8.57 percent). This indicates that the majority of responders are between the ages of 25 and 34, suggesting that the majority of workers at PT PLN (Persero) UPDK Belawan are still fresh and have good performance, since individuals lose their physical stamina as they age.

According to the characteristics of respondents based on gender, there were as many as 97 male respondents (55.43 percent) and as many as 78 female respondents (44.57 percent). Therefore, it can be stated that male respondents are more prevalent than female respondents. In addition, there are several professions within PT PLN (Persero) UPDK Belawan that demand hard labor and are more suited for males, such as the Field of Planning, the Field of Construction Operations, and the Field of Communications and Land. The characteristics of respondents based on education revealed that 10 respondents

(5.71%) had a high school diploma, 30 respondents (17.14%) had a diploma, 120 respondents (68.57%) had a bachelor's degree, and 15 respondents (5.0%) had a master's degree; therefore, respondents with a bachelor's degree predominated in this study. This is because PT. PLN (Persero) UPDK Belawan requires personnel with strong analytical and intellectual abilities. In addition, they feel that bachelor's degree holders have a greater sense of responsibility and are better equipped to complete specified duties than high school graduates. 25 respondents had worked less than two years (14.29 percent), 64 had worked between three and five years (36.57

percent), 65 had worked between six and ten years (37.14 percent), and 21 had worked more than ten years (12.00 percent). Based on these results, it can be concluded that the majority of respondents have worked for six to ten years. This shows that the personnel of PT. PLN (Persero) are mature, experienced, and have a strong sense of responsibility and work ethic, allowing them to provide optimal performance outcomes. In addition, the distribution of respondents' responses to the organizational culture (X1), organizational commitment (X2), work ethic (Z), and employee performance (Y) is shown below. The frequency of respondents' responses is shown in the table below.

Table 3 Distribution of respondent responses

Statement	Mean	Conclusion
Organizational culture (X1)		
X1.1	3,67	High
X1.2	3,78	High
X1.3	3,89	High
X1.4	4,02	High
X1.5	3,58	High
X1.6	3,82	High
X1.7	4,03	High
X1.8	4,03	High
X1.9	4,08	High
X1.10	4,20	Highest
X1.11	3,86	High
X1.12	3,98	High
Mean	3,90	High
Organizational commitment (X2)		
X2.1	3,80	High
X2.2	4,15	High
X2.3	4,17	High
X2.4	3,98	High
X2.5	4,04	High
X2.6	4,10	High
Mean	4,04	High
Work ethic (Z)		
Z1.1	4,04	High
Z1.2	4,15	High
Z1.3	4,08	High
Z1.4	4,10	High
Z1.5	4,10	High
Z1.6	4,00	High
Z1.7	4,14	High
Mean	4,09	High
Employee Performance (Y)		
Y1.1	4,24	Highest
Y1.1	3,52	High
Y1.1	3,99	High
Y1.1	3,80	High
Y1.1	4,10	High
Y1.1	4,12	High
Y1.1	4,10	High
Mean	3,98	High

Table 3 shows the distribution of answers distributed among 175 respondents as follows: The lowest mean of the

organizational culture questions is 3.58, which means agree. The highest mean of this question is 4.20, which means strongly

agree. The lowest mean of the organizational commitment question was 3.80, which means agree, and the highest mean for this organizational commitment question was 4.17, which means agree. The highest mean for the work ethic question is 4.15, which means agree, and the lowest mean of the

respondents' answers to the work ethic question is 4.00. The highest mean for employee performance questions is 4.24, which means strongly agree, and the lowest mean of respondents' answers to employee performance questions is 3.52.

Model analysis

The results of the algorithm in the first model are presented in the following figure:

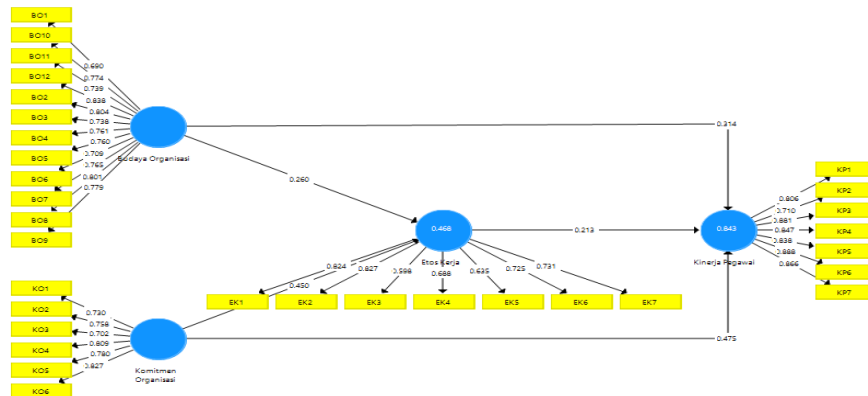


Figure 2: Loading Factors

Figure 2 shows the results of the load factor value algorithm for each indicator against each construct. Further assessment of the load factor is shown in the following Table 4:

Table 4: Loading Factors Algorithm

	Organizational culture	Work ethic	Employee Performance	Organizational commitment
BO1	0,690			
BO10	0,774			
BO11	0,739			
BO12	0,838			
BO2	0,804			
BO3	0,738			
BO4	0,761			
BO5	0,760			
BO6	0,709			
BO7	0,765			
BO8	0,801			
BO9	0,779			
EK1		0,824		
EK2		0,827		
EK3		0,598		
EK4		0,688		
EK5		0,635		
EK6		0,725		
EK7		0,731		
KO1				0,730
KO2				0,758
KO3				0,702
KO4				0,809
KO5				0,780
KO6				0,827
KP1			0,806	
KP2			0,710	
KP3			0,881	
KP4			0,847	
KP5			0,838	
KP6			0,888	
KP7			0,866	

Table 4 shows that all indicators are stated to be able to represent organizational culture (X1), organizational commitment (X2), work ethic (Z) and employee performance (Y). It is concluded that all indicators have met the criteria of reliability of indicators for each construct. Based on this, the analysis of the outer model is continued by looking at the internal consistency and reliability of each construct. An internal consistency and reliability assessment was performed on each construct. The composite reliability value of each construct is expected to be at least 0.7. Table 5 shows the results of the SmartPLS algorithm for the composite reliability of each construct:

Table 5: Composite Reliability

	Composite Reliability
Organizational culture	0,944
Work ethic	0,883
Employee performance	0,942
Organizational commitment	0,896

Table 5 demonstrates that a category of each construct with a composite reliability value greater than 0.70 satisfies the requirements for outer model reliability evaluation. Thus, the study of the outer model continues until the outer model's validity step. The outer model's validity is determined using convergent and discriminant validity. Examining the value of average variance extracted (AVE) on each construct facilitates the evaluation of convergent validity. According to Hair et al. (2011), the AVE value for each good construct is at least 0.5. The outcomes of the AVE values are given in Table 6 below:

Table 6: Average Variance Extracted

	Average Variance Extracted (AVE)
Organizational culture	0,584
Work ethic	0,522
Employee performance	0,698
Organizational commitment	0,591

Table 6 indicates that the AVE value of each dimensional construct in the final model has attained a value larger than 0.5. Thus, the proposed model of structural equations has satisfied the criterion for convergent validity. Hair et al. (2014) looked at the discriminant validity of the instrument by comparing the correlation of each construct to the square root of its AVE based on the Fornell-Lacker criterion or comparing the loading factor to the cross loading of each indicator.

Inner Model

Table 7: RSquare

	R Square	R Square Adjusted
Work ethic	0,468	0,462
Employee Performance	0,843	0,840

According to Table 7, the RSquare value for work ethic is 0.468%. This indicates that organizational culture and organizational commitment have a 46.8 percent impact on work ethic. The remaining 53.2% is accounted for by factors that have not been investigated. The employee performance RSquare value is 0.843. This indicates that work ethic and organizational culture impact employee performance to the extent of 84.3 percent, while the remaining 15.7 percent is explained by unstudied factors. The research on direct and indirect testing is summarized as follows:

Table 8: Summary of research results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Conclusion
Organizational culture > Work ethic	0,260	0,256	0,101	2,587	0,010	Accepted
Organizational culture > Employee Performance	0,370	0,377	0,069	5,321	0,000	Accepted
Work ethic > Employee Performance	0,213	0,216	0,047	4,566	0,000	Accepted
Organizational commitment > Work ethic	0,450	0,462	0,107	4,221	0,000	Accepted
Organizational commitment > Employee Performance	0,571	0,566	0,063	9,054	0,000	Accepted
Organizational culture > Work ethic > Employee Performance	0,055	0,055	0,024	2,271	0,024	Accepted
Organizational commitment > Etos Kerja > Employee Performance	0,096	0,100	0,033	2,858	0,004	Accepted

The influence of organizational culture on work ethic

The findings of the hypothesis test indicate that organizational culture has a significant and positive effect on work ethic. The work ethic of the employees of PT PLN (Persero) UPDK Belawan improves with the organizational culture. When the organizational culture increases, the work ethic of employees will increase; conversely, when the organizational culture declines, the work ethic of employees will decline. Previous research has shown that company culture has a significant effect on employee work ethic (see Karauwan, 2015, and Presetyanto, 2014).

The influence of organizational culture on employee performance

The findings of the test of the hypothesis indicate that organizational culture has a positive and statistically significant effect on employee performance. The greater the organizational culture at PT PLN (Persero) UPDK Belawan, the higher the employee performance. If organizational culture has increased, employee performance will improve; conversely, if organizational culture has decreased, employee performance will likewise decrease. This research supports the findings of Yansen and Rahardja (2017) and Saputra and Djastuti (2015), who found that organizational culture has a positive and statistically significant influence on employee performance.

The influence of organizational commitment on work ethic

The results of the hypothesis test show that organizational commitment has a positive and significant effect on the work ethic of employees. The better the organizational commitment, the better the work ethic of the employees at PT PLN (Persero) UPDK Belawan. When organizational commitment increases, it will increase the work ethic of employees, and vice versa, when organizational commitment decreases, the work ethic of employees will also decrease.

These results are in line with the research of Fauzi (2017) and Prasada et al. (2020), who concluded that there is a positive and significant influence between organizational commitment and employee work ethic.

The relationship between organizational commitment and employee performance.

The results of the hypothesis test show that organizational commitment has a positive and significant effect on employee performance. The better the organizational commitment, the better the performance of employees at PT PLN (Persero) UPDK Belawan. If organizational commitment increases, it will increase the performance of employees, and vice versa, if organizational commitment decreases, the performance of employees will also decrease. These results are also supported by research conducted by Ivano (2013), Basuki (2016), and Melizawati (2015), who stated that organizational commitment has a positive effect on performance.

The relationship between work ethic and employee performance.

Work ethic has a positive and statistically significant influence on employee performance, as shown by the test results. The performance of employees at PT PLN (Persero) UPDK Belawan increases as their work ethic improves. When the work ethic is increased, the performance of employees will increase, and vice versa, when the work ethic declines, the performance of employees will also decrease. These findings are consistent with the findings of Karauwan's (2015) research, which demonstrated that work ethic has a positive and statistically significant impact on employee performance.

The effect of organizational culture on employee performance as mediated by work ethic

The findings of the hypothesis test indicate that organizational culture has a significant and positive influence on employee performance through work ethic. The

purpose of work ethic is to enhance the link between organizational culture and the performance of its personnel. As the relationship between company culture and work ethic is improved, employee performance will grow. The more of a work ethic an organization has, the more it will motivate employees to do their best work. Through work ethic, organizational commitment has a positive and statistically significant influence on employee performance. The purpose of work ethic is to increase the link between organizational commitment and the performance of its personnel. This is because linking work ethic to employee performance increases performance. As the link between organizational commitment and work ethic strengthens, employee performance will rise. The more an organization's or company's work ethic is praised, the more it will motivate personnel to perform better.

CONCLUSION AND SUGGESTIONS

The following are the findings drawn from the analysis: Work ethic is influenced positively and significantly by organizational culture. Employee performance is positively and significantly influenced by organizational culture. Organizational commitment has a positive effect on work ethics. Employee performance is positively and significantly affected by organizational commitment. Employee performance is significantly and positively affected by work ethic. Through work ethic, organizational culture has a positive and significant effect on employee performance. Through work ethic, organizational commitment has a positive and significant effect on employee performance.

Among the findings of the research are the following: organizational culture has a positive and significant effect on employee performance as well as on work ethic. This demonstrates that PLN's (Persero) program on organizational culture could be better maintained and supported by establishing employee standards of attitude or behavior

(a code of conduct) that outline how the company's vision and mission should be carried out. It is also a good idea for the firm to organize frequent meetings, evaluations, or discussions between executives and employees in order to strengthen the corporate culture.

Through work ethic, organizational commitment has a positive and significant influence on employee performance. This indicates that initiatives connected to organizational commitment should be properly maintained and enhanced by creating a harmonious work environment, such that the commitment to develop the business together is strengthened. Also, the company could give people rewards based on how well they do their jobs and what results they get. Rewards are a great way to get people to improve their work performance.

Work ethic has a positive and significant impact on employee performance. This shows that corporate programs connected to work ethics should be better maintained and should be further developed. Employees that have a good work ethic are represented in their conduct, such as preferring to work hard, being fair, not wasting time during working hours, wanting to work together, respecting co-workers and so on. Therefore, it is beneficial if the organization offers learning, training, and employee exchanges in order to develop the professionalism and work standards of staff that are higher than previously.

Work discipline, ethics, and work environment are characteristics that are likely to affect employee performance and should be included by researchers who will to continue their studies. In the future, researchers are expected to use a greater number of participants and a broader variety of study items.

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