

THE INFLUENCE OF WORK ETHIC AND ORGANIZATIONAL COMMITMENT ON THE PRODUCTIVITY OF EMPLOYEES AT THE AGAM REGENCY EDUCATION OFFICE

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ABSTRACT

This study aims to analyze the influence of work ethic and organizational commitment on employee productivity at the Agam Regency Education Office. The underlying problem of this study is the low motivation and loyalty of employees, which impacts work productivity. This study uses a quantitative approach with an associative research type. The population in this study amounted to 56 employees and the sampling was carried out using total sampling. Data were collected through questionnaires and analyzed using validity, reliability, normality tests, t-tests, F-tests, and coefficient of determination (R^2). The results of the study indicate that, partially and simultaneously, work ethic and organizational commitment have a positive and significant effect on employee productivity. The coefficient of determination value of 73.4% indicates that the two independent variables are able to explain variations in employee productivity substantially. This finding confirms that increasing employee productivity can be achieved by strengthening work ethic and organizational commitment synergistically.

Keywords: Work Ethic, Organizational Commitment, Employee Productivity

INTRODUCTION

In an era of increasingly competitive global competition, the government sector is required to improve the quality of public services through the optimization of its human resources (HR). Employees as the main driving force in the wheels of government organizations play a vital role in determining the success of programs and policies implemented. Therefore, increasing employee productivity is a primary focus in HR management, especially in strategic institutions such as the Education Office, which has a direct role in shaping the nation's next generation through the management of the formal and non-formal education sectors. The Agam Regency Education Office as a public institution engaged in the field of educational services has a large burden of responsibility, both administratively and operationally.

In this context, employee productivity is measured not only by the amount of work completed but also by the quality of service provided, the timeliness of task completion, and the tangible contribution to achieving organizational goals. However, in reality, various challenges still exist that impact employee productivity, such as low work

motivation, lack of work enthusiasm, and weak loyalty to the organization. Productivity is defined in several ways, including, according to (Faridah & Sulistyowati, 2022), productivity is an increase in output (outcome) that is consistent with inputs. If productivity increases, this can only be achieved by improving efficiency (time, materials, labor) and work systems, production techniques, and workforce skills. Because the progress of an organization is highly dependent on the ebb and flow of employee productivity. Employees who perform certain types of work will certainly achieve results. The results are the output generated by work activities. Production is an effort to produce goods or services, and productivity is closely related to the way in which the level of production is achieved. Work productivity is a comparison between work results and materials, time, and energy used in producing goods or services by using existing resources effectively and efficiently, but maintaining the quality of the goods or services produced (Karauwan et al., 2024).

One of the important aspects that influences employee productivity is work ethic. Work ethic is a mental attitude reflected in dedication, responsibility, honesty, hard work, and discipline. Employees with a strong work ethic will be committed to completing tasks as well as possible, uphold integrity, and strive to make a positive contribution to the organization. A strong work ethic is the main foundation in forming a productive and efficient work culture. In the context of public organizations such as the Department of Education, work ethic is an important indicator that determines the quality of service to the public. Work ethic is a set of positive attitudes that a person has towards work, which is reflected in discipline, responsibility, honesty, hard work, and enthusiasm in completing tasks (Karauwan et al., 2024). Human Resource Management. Journal of Administration and Organization. Work ethic is the moral values and work culture believed in and implemented by individuals in an organization to achieve optimal performance (Oktaviyanto et al., 2024). Work ethic is a view of life manifested in work attitudes, which reflect a sense of responsibility, work enthusiasm, honesty, and perseverance to achieve the best results (Wibowo et al., 2022). Work ethic is a reflection of a person's professional attitude in carrying out tasks, characterized by discipline, hard work, and integrity towards work (Wati et al., 2021).

In addition to work ethic, organizational commitment also plays a significant role in boosting employee productivity. Organizational commitment refers to an employee's emotional and psychological attachment to their workplace, reflected in a sense of belonging, loyalty, and a desire to continue contributing to achieving organizational goals. Organizational commitment is the level of employee willingness to side with and be loyal to the organization, reflected in a sense of responsibility and a desire to make the best contribution to achieving organizational goals (Sukmawati, 2022). Organizational commitment is an employee's active psychological involvement in the organization, characterized by loyalty, pride in the workplace, and a desire to remain part of the organization. Employees with high organizational commitment tend to be more motivated to work hard, are less likely to switch to other agencies, and are able to maintain consistent performance over the long term. According to (Perkasa et al., 2022), organizational commitment is a key determinant in retaining productive and highly dedicated employees.

In the reality of the Agam Regency Education Office, based on initial observations, several symptoms were found that indicate the need for greater attention to aspects of work ethic and organizational commitment. Some employees appeared less enthusiastic in carrying out their duties, frequently arriving late, being slow in completing work, and demonstrating a low level of initiative. On the other hand, there were also indications of declining employee loyalty to the agency, reflected in an attitude of indifference to achieving organizational targets and a minimal sense of responsibility for assigned tasks. This phenomenon demonstrates the importance of conducting scientific studies to determine the extent to which work ethic and organizational commitment influence employee productivity.

Various previous studies have also shown a positive relationship between work ethic and organizational commitment and work productivity. For example, (Mustofa, 2022) concluded that work ethic has a significant influence on employee productivity in the public sector. A similar finding was found by (Palendeng et al., 2022), who stated that organizational commitment is one of the main predictors of improving employee performance and productivity in government environments. These two variables have

been proven theoretically and empirically to be key factors in effective human resource management. However, there is still limited research specifically examining the relationship between work ethic, organizational commitment, and employee productivity in the education sector, particularly in regional government agencies such as the Agam Regency Education Office. Therefore, this research is important and relevant to conduct, to provide an empirical overview and strategic input for personnel management within the Education Office.

This research is expected to address these issues through a quantitative approach, simultaneously and partially examining the influence of work ethic and organizational commitment on employee productivity. The findings will contribute to organizational leaders' formulation of human resource development policies based on improving work ethic and strengthening organizational commitment.

METHODE

This study uses a quantitative approach with an associative research type. The associative approach is used to see the relationship or influence between these variables (partially or simultaneously). By using quantitative methods, group significance or the significance of the relationship between the variables studied is obtained. The population in this study were all employees working at the Agam Regency Education Office, both permanent and honorary employees. The total population was 56 people. The location was chosen according to the problems described in the background of this study. In addition, approval has been obtained from the head of the work unit so that the implementation of the research will be easier in the process of collecting data, both primary and secondary data. The sampling technique used total sampling. The sample is part of the number and characteristics of the population. Data collection was carried out using a questionnaire. Data analysis was carried out in several stages, namely 1) Validity test tested with Pearson correlation ($r_{\text{count}} > r_{\text{table}}$). 2) Reliability tested with Cronbach Alpha (> 0.60 is considered reliable). 3) Normality test to determine whether the data is normally distributed or not 4) T test to determine the influence of each independent variable on the dependent variable. 5) F test to determine the influence of

work ethic and organizational commitment simultaneously on employee productivity. 6) Coefficient of Determination (R^2) to determine how much the independent variable contributes in explaining the dependent variable.

RESEARCH RESULTS AND DISCUSSION

In this study, a normality test was conducted to determine whether the residual values in the regression mode were normally distributed or not. The test used was the Kolmogorov Smirnov non-parametric statistical test. If Asymp. Sig. (2-tailed) < 0.05 , the data is not normally distributed. If Asymp. Sig. (2-tailed) > 0.05 , the data is normally distributed (Mainita, 2022). The results of the data normality test can be seen in the table below:

Tabel 1. Hasil Uji Normalitas
One-Sample Kolmogorov-Smirnov Test

| | | U nstandar dized Residual |
|-------------------------------------|----------------|------------------------------------|
| N | | 56 |
| Normal Parameters ^{a,b} | Mean | .0 |
| | | 000000 |
| | Std. Deviation | 3. 17676528 |
| Asymp. Sig. (2-tailed) ^c | | .2 00d |

Based on the SPSS output results for the normality test in table 1 above, it can be seen that the Asymp. Sig. (2-tailed) value obtained is 0.200, which means it is greater than 0.05, so it can be concluded that the data is normally distributed.

The T test is used to see the level of significance of the independent variable affecting the dependent variable partially or individually. The test is carried out using a

significance level of 0.05. To test the influence of each independent variable partially, the t test is used. (Oktaviyanto et al., 2024) If $t_{\text{count}} > t_{\text{table}}$, then there is an influence between the independent variable and the dependent variable. If $t_{\text{count}} < t_{\text{table}}$, then there is no influence between the independent and dependent variables, or if the sig value < 0.05 then the independent variable has a significant effect on the dependent variable. If the sig value > 0.05 then the independent variable does not have a significant effect on the dependent variable.

Table 2. Results of T-Test (Partial)

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|------|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | Beta | T | Sig. |
| | B | Std. Error | | | | |
| (Constant) | 1.454 | .563 | | | 4.765 | .057 |
| Work Ethic | .465 | .081 | .564 | | 5.842 | .000 |
| Commitment Of Officers | .331 | .089 | .363 | | 6.231 | .001 |

A. Dependent Variable: Employee Productivity

Based on the results of the t-test in table 2 above, it can be interpreted that:

Hypothesis testing of the influence of work ethic on employee loyalty

Based on the results of the t-test above, the calculated t-value of the work ethic variable is $5.842 >$ the t-table value of 1.67252 with a significance value of 0.000 which is

< the α value of 0.05. Therefore, it can be concluded that work ethic has a significant effect on employee productivity.

Hypothesis testing of the influence of organizational commitment on employee productivity

Based on the results of the t-test above, the calculated t-value of the organizational commitment variable is 6.231 > the t-table value of 1.67252 with a significance value of 0.001 which is < the α value of 0.05. Therefore, it can be concluded that organizational commitment has a significant effect on employee productivity.

The F-test aims to examine whether independent variables have a simultaneous or joint influence on the dependent variable. The decision-making criteria are: if the sig value is <0.05, then all independent variables simultaneously influence the dependent variable in the study. However, if the sig value is >0.05, it means that all independent variables simultaneously have no influence on the variable in the study.

Table 3. F-Test Results (simultaneous)

| ANOVAa | | | | | | |
|------------|---|----------------|----|-------------|-------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 1 | 1541.709 | 3 | 513.903 | 2.891 | .000b |
| Residual | 3 | 524.693 | 3 | 174.898 | | |
| Total | 4 | 2066.402 | 6 | | | |

A. Dependent Variable: Employee Productivity

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

Based on table 3 above, it shows that the significance value of the F test is 0.000, which is smaller than the significance value used, which is 0.05. Decision making can also be done by comparing the calculated F value with the F table value. Where the calculated F value is 52.891 while the F table value is 2.769. So the calculated F value is

greater than the F table. Therefore, it can be concluded that work ethic and organizational commitment have a simultaneous effect on employee productivity.

The coefficient of determination (R^2) is a tool used to measure the extent to which a model can explain variations in the independent variable. The coefficient of determination ranges from 0 to 1. If the r^2 value is close to 1, the independent variable provides almost all the information needed to predict variations in the dependent variable.

Table 4. Results of Determination Test (R^2)

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | M | R Square | Adjusted R Square | Std. Error Of The Estimate |
| 1 | .797a | .734 | .876 | 3.12142 |

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

Based on the results of the determination coefficient test in table 4, the adjusted r^2 value was obtained as 0.734 or 73.4%. So it can be concluded that the ability of the independent variables, namely work ethic and organizational commitment in explaining variations in employee productivity variables is 73.4%.

DISCUSSION

The Influence of Work Ethic on Employee Productivity

Based on the results of the T-test analysis, it is known that the work ethic variable (X_1) has a positive and significant influence on employee productivity (Y). This means that the higher the work ethic possessed by employees, the higher their work productivity. This finding is in line with the theory put forward by (Wati et al., 2021), that work ethic reflects a person's work enthusiasm, discipline, honesty, and responsibility towards their duties and work. A strong work ethic will encourage employees to complete work optimally, on time, and with good quality. In the context of the Agam Regency Education Office, a strong work ethic is reflected in employees who arrive on time, show initiative in work, and are willing to work outside of working

hours to complete important tasks. Empirically, these results are consistent with research by (Saleh & Utomo, 2018) which found that work ethic has a significant influence on employee productivity in local government agencies. Similarly, in Suryani's (2020) research, it was found that employees with a high work ethic tend to be more responsible and produce maximum work output compared to employees with a low work ethic. In the Agam Regency Education Office, work ethic can be improved through internal approaches such as leadership role models, giving awards to disciplined and productive employees, and providing a supportive work environment. Agency leaders need to be role models in terms of work ethic to build a positive work culture in the organizational environment.

The Influence of Organizational Commitment on Employee Productivity

The results of the study also show that the organizational commitment variable (X_2) has a positive and significant effect on employee productivity. The significance value obtained is less than 0.05, which means that organizational commitment statistically has a significant effect on work productivity. High organizational commitment is characterized by a sense of belonging, loyalty to the institution, and the employee's willingness to be actively involved in achieving organizational goals. Employees with strong commitment not only work according to their main duties and functions but also show concern for the performance of the team and the organization as a whole. They will strive to complete their work optimally without having to be closely supervised. In the case of the Agam Regency Education Office, most employees with a high level of organizational commitment show consistent work enthusiasm, uphold work ethics, and do not easily complain about assigned tasks. These results are also consistent with Yuliana's research (Ariani et al., 2020), which states that organizational commitment is one of the dominant factors influencing employee work productivity in the public sector. Research by Nasution and Syahril (2022) also states that loyalty to the organization impacts high work enthusiasm and initiative in completing work.

The Influence of Work Ethic and Organizational Commitment on Employee Productivity

Regression analysis shows that simultaneously, work ethic and organizational commitment significantly influence employee productivity. This is evident from the significance value in the F test, which is less than 0.05, and the coefficient of determination (R^2), which indicates that the combination of these two variables is able to explain a fairly high percentage of variation in work productivity. This means that to increase employee productivity at the Agam Regency Education Office, these two factors cannot be separated. Work ethic provides internal motivation for employees to behave in a disciplined, responsible, and results-oriented manner, while organizational commitment maintains the continuity of these positive behaviors by strengthening a sense of belonging and loyalty to the institution. In practice, employees with a high work ethic but low commitment may still work hard, but are not emotionally attached to the organization and tend to seek opportunities elsewhere. Conversely, employees with a high work ethic but low work ethic may be loyal but unproductive. Therefore, the success of increasing employee productivity depends heavily on the synergy between work ethic and organizational commitment.

CONCULASION

Based on the results of the research and discussions that have been carried out, the following conclusions can be drawn:

1. Work ethic has a positive and significant impact on employee productivity at the Agam Regency Education Office. Employees with a strong work ethic tend to be more disciplined, responsible, honest, and results-oriented. This directly impacts the quality and quantity of work produced.
2. Organizational commitment also has a positive and significant impact on employee productivity. Employees who feel a sense of belonging, loyalty, and emotional attachment to the organization demonstrate greater dedication to completing tasks and contributing to achieving organizational goals.
3. Simultaneously, work ethic and organizational commitment significantly influence employee productivity. These two variables complement each other in fostering

work enthusiasm, discipline, and loyalty, ultimately resulting in more effective and efficient performance.

Thus, increasing employee productivity at the Agam Regency Education Office can be done optimally by strengthening work ethic and organizational commitment simultaneously.

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