

COMMITMENT AND WORK ETHIC AFFECT EMPLOYEE PERFORMANCE AT CV AL-KHOYYAT

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Abstract

This study examines the effects of commitment and work ethic on employee performance at CV Al-Khoyyat, a medium-scale convection business in Bogor, Indonesia. A quantitative approach was used to test the partial and simultaneous effects of the two independent variables on employee performance. Primary data were collected through questionnaires distributed to 64 employees selected using simple random sampling from an employee population of 175. The data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination with IBM SPSS Statistics version 25. The results show that commitment has a positive and significant effect on employee performance, while work ethic also has a positive and significant effect. Simultaneously, commitment and work ethic significantly affect employee performance. The regression coefficients are 0.500 for commitment and 1.081 for work ethic, indicating a stronger contribution from work ethic in the estimated model. The R-square value of 0.653 indicates that the two variables explain 65.3% of employee performance variation, while 34.7% is explained by other factors.

Keywords: Commitment; Work ethic; Employee performance; Convection industry

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INTRODUCTION

The business environment is increasingly competitive, requiring organizations to manage their resources effectively while responding to technological change, automation, and shifting market conditions. In labor-intensive manufacturing activities such as convection production, human resources remain central because production quality, output, timeliness, and the achievement of daily targets depend heavily on employee capability, discipline, and consistency. The thesis identifies human resources as a strategic organizational asset and emphasizes that effective management of employees supports organizational continuity and competitiveness.

CV Al-Khoyyat is a convection company that developed from a home-based business into a Commanditaire Vennootschap in 2014. The company currently employs 175 workers. Production is conducted largely through manual, team-based activities, while compensation is linked to divisions and team target achievement. Initial observations reported several practical problems, including inconsistent achievement of production targets, rework, employee lateness, and delays in completing assigned work. These conditions indicate that employee performance is an important managerial issue in the organization.

Employee performance in the thesis is understood not only as the quantity of work produced but also as the quality of work, timeliness, responsibility, and the ability to complete assigned duties in accordance with organizational objectives. In this setting, commitment is relevant because employees who feel attached to the organization are more likely to demonstrate responsibility, loyalty, and willingness to contribute. The thesis defines organizational commitment as a relationship in which individuals remain connected to the organization and are willing to contribute to its success.

Work ethic is another factor expected to influence performance. The thesis describes work ethic through behaviors and values such as hard work, discipline, responsibility, integrity, cooperation, initiative, consistency, and adherence to expected standards. Such behaviors are particularly important in manual production systems because employee actions directly affect the continuity of team-based production and the achievement of daily targets.

Prior studies cited in the thesis provide mixed evidence. Bilqis and Widodo (2022) found that organizational commitment and work ethic positively and significantly affected employee performance at PT Greenspan Packaging System Jakarta. Mahendra et al. (2022) also reported a positive and significant effect of work ethic on employee performance in the hospitality sector. Maharani et al. (2025) showed that work ethic and organizational culture were related to performance in a manufacturing context. At the same time, Olivia et al. (2023) and Nurkomala et al. (2025) reported findings indicating that organizational commitment did not always show a significant direct effect on employee performance. These differences create a practical and empirical reason to test the relationships again in the CV Al-Khoyyat context.

The research gap identified in the thesis concerns the limited empirical evidence on commitment and work ethic in medium-scale convection businesses characterized by manual production, team-based work, division-based compensation, and employees with relatively low formal educational backgrounds. Most related studies cited in the thesis were conducted in other organizational settings. This study therefore contributes contextual evidence by examining whether commitment and work ethic predict employee performance in CV Al-Khoyyat.

Accordingly, this study aims to determine: first, whether commitment partially affects employee performance; second, whether work ethic partially affects employee performance; and third, whether commitment and work ethic simultaneously affect employee performance at CV Al-Khoyyat. The practical expectation is that the findings can support managerial efforts to strengthen employee performance through improvements in commitment and work ethic, while the academic contribution is to extend human resource management evidence in a medium-scale manufacturing setting.

The conceptual relationship tested in this study follows the thesis framework in which commitment and work ethic are treated as independent variables and employee performance as the dependent variable. Commitment represents the employee's attachment, loyalty, and willingness to contribute to organizational goals. Work ethic represents the behavioral values that guide how employees approach their work, including interpersonal relations, initiative, responsibility, reliability, and adherence to standards. Employee performance represents the achieved work results and the employee's ability to perform assigned responsibilities effectively.

The proposed relationships are based on the logic that a stronger organizational attachment can encourage employees to preserve quality and complete work responsibly. Similarly, a stronger work ethic can encourage disciplined, proactive, and consistent behavior. When both conditions are present, employees may be better positioned to meet production targets and contribute to organizational effectiveness.

The thesis also reports that CV Al-Khoyyat operates within a competitive convection environment. The company produces school uniforms and depends directly on employee involvement throughout the production process. Comparable businesses in the same broad industry also rely on direct labor and task division. However, the thesis emphasizes that each organization differs in its management of human resources. Consequently, empirical findings from other sectors cannot automatically be generalized to CV Al-Khoyyat.

The research is therefore positioned as an empirical test rather than a purely conceptual discussion. The study uses questionnaire data from active employees and applies statistical testing to determine whether the observed relationships are significant. The results are interpreted in relation to the thesis's cited prior studies, particularly research that directly links commitment and work ethic with employee performance.

The study contributes a focused account of how these two employee-related factors operate together in a manual production environment. The reported coefficient of determination also makes it possible to identify the proportion of performance variation explained by the two predictors and, by implication, the remaining proportion that requires attention through other managerial factors.

METHOD

This research uses a quantitative design. The research object is CV Al-Khoyyat, a convection company in Bogor, West Java. The population consists of 175 active employees. Following the research design reported in the thesis, a sample of 64 employees was selected using simple random sampling. Primary data were obtained through a questionnaire using a Likert response scale. The questionnaire measured commitment (X1), work ethic (X2), and employee performance (Y).

The commitment variable was measured through dimensions relating to affective, continuance, and normative commitment. The work ethic variable was represented through indicators reflected in interpersonal competence, teamwork, respect for coworkers' views, initiative, independent problem solving, readiness to act, keeping commitments, consistency, and compliance with expected standards. Employee performance was measured through indicators of work accomplishment and responsibility as operationalized in the thesis instrument.

The questionnaire was distributed to the selected employees and the resulting responses were processed quantitatively. The thesis reports that the analysis was conducted using IBM SPSS Statistics version 25. Instrument quality was examined through validity and reliability testing. Before estimating the regression model, classical assumptions were assessed through normality, multicollinearity, and heteroskedasticity tests.

Validity testing was used to establish whether questionnaire items appropriately represented their respective constructs, while reliability testing assessed internal consistency. Normality was assessed through the One-Sample Kolmogorov-Smirnov test and visual inspection of the normal probability plot. Multicollinearity was assessed using tolerance and variance inflation factor (VIF), while heteroskedasticity was examined using the Glejser approach. The thesis states that these tests were conducted to determine whether the regression model met the required assumptions.

The analytical model was multiple linear regression with employee performance as the dependent variable and commitment and work ethic as independent variables. The estimated form reported in the thesis is $Y = 15.626 + 0.500X_1 + 1.081X_2$. Hypotheses were evaluated at a 5% significance level using t-tests for partial effects and an F-test for the simultaneous effect.

The coefficient of determination (R^2) was used to identify how much variation in employee performance could be explained jointly by the two independent variables.

The decision rules used in the thesis are based on comparison between the calculated statistic and the critical value, together with the significance probability. A partial hypothesis is accepted when the t statistic exceeds the t-table value and the significance level is below 0.05. The simultaneous hypothesis is accepted when the F statistic exceeds the F-table value and the significance level is below 0.05. The reported t-table value is 1.670 and the reported F-table value is 3.15.

The study's measurement and analysis procedures are consistent with the quantitative research approach described in the thesis. Sugiyono (2017) is cited in the thesis as a methodological reference for quantitative research, while Kasmir (2017), Rumawas (2018), and Samsudin (2019) are used in the theoretical discussion of human resource management. The article retains those sources insofar as they directly support the research design and variable interpretation.

Because the objective is to examine the statistical influence of two predictors on performance, the analysis emphasizes the direction, magnitude, and significance of the estimated coefficients rather than only descriptive response frequencies. This enables the findings to address all three research questions: the partial effect of commitment, the partial effect of work ethic, and the joint effect of both predictors.

Positive coefficients indicate positive directional relationships in the model. Statistical significance is interpreted at the 5% level.

All results reported in the article are drawn from the thesis data and statistical outputs. No additional respondents, variables, or statistical procedures have been introduced beyond the methods reported in the source document.

RESULT

The questionnaire was completed by 64 employees. The thesis reports that respondent characteristics were described according to age, education, and length of service. The descriptive analysis of the variables also indicates generally favorable responses. For commitment, the majority of respondents selected positive response categories across the questionnaire items, suggesting that employees generally perceived themselves as attached to and responsible toward the company.

Table 1. Selected descriptive responses from the questionnaire

Indicator	Agree (%)	Strongly agree (%)
Actions and decisions benefit the company	53.1	26.6
Communicate well with coworkers	65.6	25.0
Work effectively in a team to achieve targets	54.7	35.9
Complete work according to expected standards	43.8	37.5

Source: Thesis questionnaire data, processed 2026.

The descriptive results indicate that work ethic was also positively perceived. For example, 65.6% of respondents agreed that they respected coworkers' opinions and communicated well when completing work, while 35.9% strongly agreed that they could work effectively in teams to achieve company targets. These responses are consistent with the thesis interpretation that employees generally demonstrated favorable work-oriented behaviors.

The classical assumption tests support the use of multiple linear regression. The normality test produced an Asymp. Sig. value of 0.200, above 0.05. The tolerance value of 0.518 and VIF value of 1.930 indicate no multicollinearity problem. The Glejser significance values of 0.262 for commitment and 0.649 for work ethic indicate no heteroskedasticity based on the thesis decision rule.

Research Findings

The multiple linear regression analysis produced the following equation: $Y = 15.626 + 0.500X_1 + 1.081X_2$. The constant of 15.626 represents the estimated level of employee performance when the two independent variables are treated as zero within the statistical model. The coefficient for commitment is positive at 0.500, meaning that a one-unit increase in commitment is associated with a 0.500-unit increase in employee performance when work ethic is held constant. The coefficient for work ethic is also positive, at 1.081, indicating a 1.081-unit increase in employee performance for a one-unit increase in work ethic when commitment is held constant.

Table 3. Multiple linear regression and partial test results

Variable	B	Beta	t	Sig.
Constant	15.626	-	2.866	0.006
Commitment	0.500	0.297	2.813	0.007
Work ethic	1.081	0.573	5.420	0.000

Source: SPSS version 25, 2026.

The partial test confirms that commitment significantly affects employee performance. The calculated t value of 2.813 is greater than the t-table value of 1.670 and the significance value of 0.007 is below 0.05. Therefore, the thesis accepts the first research hypothesis. In practical terms, stronger commitment is associated with better performance among CV Al-Khoyyat employees.

The work ethic result is stronger in statistical magnitude. The calculated t value of 5.420 exceeds 1.670 and the significance value is 0.000, below 0.05. The second hypothesis is therefore accepted. The positive coefficient indicates that employees who exhibit stronger discipline, responsibility, initiative, consistency, and adherence to expected standards tend to report higher performance.

The larger standardized beta coefficient for work ethic (0.573) compared with commitment (0.297) indicates that work ethic has the stronger estimated contribution within this regression model. This does not eliminate the importance of commitment; rather, it indicates that, after accounting for both predictors simultaneously, work ethic shows the larger standardized association with employee performance in the observed sample.

Research Findings

The simultaneous test provides evidence that commitment and work ethic jointly affect employee performance. The regression ANOVA reports $F = 56.393$ with a significance value of 0.000. Because 56.393 is greater than the F-table value of 3.15 and the significance level is below 0.05, the third hypothesis is accepted. The result indicates that the two employee-related factors operate together as significant predictors of performance at CV Al-Khoyyat.

Table 4. Simultaneous effect and coefficient of determination

Model statistic	Value	Interpretation
F	56.393	Significant simultaneous effect
Sig.	0.000	Below 0.05
R	0.808	Strong multiple relationship
R Square	0.653	65.3% explained
Adjusted R Square	0.641	Model-adjusted explanatory power

Source: SPSS version 25, 2026.

The R value of 0.808 indicates a strong multiple relationship between the independent variables and employee performance. More importantly, the R-square value of 0.653 means that commitment and work ethic together explain 65.3% of the variation in employee performance captured by the model. The remaining 34.7% is attributable to other factors outside the variables examined in this study.

The commitment finding is consistent with Bilqis and Widodo (2022), who reported a positive and significant effect of organizational commitment on employee performance in another business setting. The present finding therefore adds evidence that employee attachment and willingness to contribute are relevant not only in large or highly formalized organizations but also in a medium-scale convection company with manual production.

The work ethic finding supports Mahendra et al. (2022), whose research showed a positive and significant relationship between work ethic and employee performance. It is also directionally compatible with Maharani et al. (2025), who emphasized the importance of work ethic for employee outcomes in a manufacturing-related context. In contrast with studies reporting non-significant commitment effects, the present study indicates that commitment is statistically meaningful in CV Al-Khoyyat.

The findings suggest that managerial attention should be directed to both attachment to the organization and day-to-day work behavior. Strengthening communication, recognizing employee contributions, clarifying work expectations, reinforcing discipline, and encouraging teamwork are consistent with the practical recommendations stated in the thesis.

CONCLUSION

This study examined the influence of commitment and work ethic on employee performance at CV Al-Khoyyat using quantitative questionnaire data from 64 employees. The statistical evidence answers the three research questions established in the thesis. First, commitment has a positive and significant partial effect on employee performance. The t statistic of 2.813 and significance value of 0.007 demonstrate that the relationship is statistically significant at the 5% level. This indicates that employees with stronger attachment, loyalty, and willingness to contribute to the organization tend to demonstrate better performance.

Second, work ethic has a positive and significant partial effect on employee performance. The t statistic of 5.420 and significance value of 0.000 provide stronger statistical evidence than the commitment result. The regression coefficient of 1.081 and standardized beta of 0.573 also indicate that work ethic makes the larger estimated contribution among the two predictors in the model. Behaviors such as discipline, responsibility, initiative, consistency, teamwork, and compliance with work standards are therefore important in supporting performance in the company's manual production environment.

Third, commitment and work ethic simultaneously have a positive and significant effect on employee performance. The F statistic of 56.393 with a significance value of 0.000 shows that the two variables jointly form a significant predictive model. The R-square value of 0.653

indicates that 65.3% of employee performance variation is explained by commitment and work ethic, while 34.7% remains associated with other factors that were not included in this study.

The findings have practical implications for CV Al-Khoyyat. Management can strengthen commitment by improving internal communication, acknowledging employee contributions, and creating a supportive work environment that increases employees' sense of belonging and responsibility. Work ethic can be reinforced through clear work direction, discipline, accountability, teamwork, and consistent standards for production quality and timeliness. Because the model leaves 34.7% unexplained, managerial attention can also be extended to other factors such as motivation, leadership, work environment, compensation, and job satisfaction, as suggested in the thesis.

For future research, the thesis recommends incorporating additional variables and expanding the research object to other organizations so that the evidence becomes more diverse and generalizable. Future studies may also compare different manufacturing or service contexts to determine whether the relative contribution of commitment and work ethic changes according to organizational characteristics. Overall, the present evidence supports the conclusion that strengthening both organizational commitment and positive work behavior is associated with improved employee performance at CV Al-Khoyyat.

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