Analysis Of the Effect of Motivation and Work Ethic on Performance Employees with Organizational Commitment as A Variable Intervening at PT. Bariel Indo Global

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Abstract
This research is to see the influence of Motivation and Work Ethic on Employee Performance with Organizational Commitment as an Intervening Variable. This research uses a quantitative type of research, this research was conducted at the company PT. Bariel Indo Global on Jalan Pergudangan Semanan Megah KAV 21 Daan Mogot KM 18 Jakarta 11850. The population of this study was 60 employees and the sample used was all employees in the company using a saturated sampling technique, data collection was carried out by distributing questionnaires. The research model used is method analysis. The results of this research are that motivation has a positive and insignificant effect on organizational commitment. Work Ethic has a positive and significant effect on Organizational Commitment. Motivation has an insignificant positive effect on employee performance. Work Ethic has a positive and insignificant effect on Employee Performance. Organizational Commitment has a positive and significant indirect influence on Motivation on Performance through Organizational Commitment. The indirect influence of Work Ethic on Performance through Organizational Commitment.

Keywords	*Motivation, Work Ethic, Organizational Commitment, Employee Performance*

INTRODUCTION

Human resources are a very important factor that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the company's development. In essence, human resources are humans who are employed in an organization as movers, thinkers and planners to achieve the organization's goals. Employees are not mere resources, but rather capital or assets for institutions or organizations.

In this regard, employee performance in the company is important, therefore employee performance needs to be improved and assessed regularly. Employee performance in general is a manifestation of the work carried out by employees which is usually used as a basis or reference for evaluating employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining means in achieving organizational goals so efforts need to be made to improve employee performance. Motivation is the basis for an organization to develop itself, both government companies and private companies, because of the desire to realize goals and efforts carried out jointly, systematically and planned. In other words, an organization is only a strategic atmosphere for its employees/employees in order to achieve final goals for the common good based on the organization's mission. Talking about employee work motivation is about the employee's pro and positive mental attitude towards the work situation to achieve maximum performance. The employee's mental attitude must have a mental attitude that is physically ready (mentally ready, physically healthy, understanding the situation and conditions and trying hard to achieve the target (the main goal of the organization). Work ethic is one of the

factors that influences employee work productivity. Sinamo (2018) revealed that work ethic is a concept about work or a work paradigm that is believed by a person or group of people to be good and right, which is manifested through their unique work behavior. Work ethic is one of the most important things for employees to have. For example, Japanese society has are known to have a high work ethic. They will enthusiastically carry out all the workload given to them as well as possible, doing as much as they can so as not to disappoint the company.

Their work is considered something very noble, so it is not surprising that Japan has a very productive workforce. This is in accordance with the theory put forward by Saksono (2017) which suggests that work ethic is an important factor that influences employee work productivity. Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the company where the individual works or the organization, therefore many researchers want to research organizational commitment. According to Sianipar and Haryani (2014) organizational commitment is the attitude and feelings that each individual has towards their organization. This attitude can be seen from each individual's decision to continue or not continue their membership in the organization, and can make the best contribution to the progress of the company where they are. work wholeheartedly. Organizational commitment is a feeling of belief in the values contained in an organization, individual involvement in the interests of the organization with full effort, and loyalty to the organization (wanting to become a permanent member of the organization) which is a statement from an employee to the organization.

Discipline is an employee's awareness and willingness to obey all company regulations and social norms that apply in the company. With work discipline, employees can be more responsible for their duties so they can get better performance which can build employee productivity and work discipline must be built in every employee from an early age. Companies need human resources who are disciplined, active and creative to help the company develop and produce superior employee performance. The problem that occurs at PT. Bariel Indo Global is that motivation for employees is not implemented enough so that the work ethic is not created evenly so that employee performance is not very good and there is often indifference between fellow employees, sometimes there are also those who are lazy, so that organizational commitment is not created well in each employee.

LITERATURE REVIEW
Motivation

According to Widodo (2015) motivation is the power that exists within a person, which drives his behavior to take action. The intensity of a person's inner strength to carry out a task or achieve a target shows the extent of his or her level of motivation. Motivation contains desires that activate, move, channel and direct individual attitudes and behavior. According to Afandi (2018) motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities carried out get good and quality results.

Motivational Indicator

According to Afandi (2018), several indicators of motivation are as follows:

1. Remuneration: Everything in the form of goods, services and money which is compensation received by employees because of their services involved in the organization.
2. Working conditions. The condition or state of the work environment of a company which is the place of work for employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well.
3. Work facilities Everything in the organization that is occupied and enjoyed by employees, both in direct connection with work and for the smooth running of work.
4. Work performance Results achieved or desired by everyone at work. Each person's size is not the same because humans are different from each other.

Work ethic

Work ethic is a value based on a spirit of initiative, hard work which is the driving force for advancing a company. According to Sutrisno (2016) in A Rahman, work ethic is norms that are binding and implicitly emphasized as well as practices that are accepted and recognized as normal habits to be maintained and established in the lives of the members of an organization. According to Sinamo (2014), work ethic is a set of positive work behaviors that are rooted in strong awareness, fundamental beliefs, accompanied by total commitment to an integral work paradigm.

Work Ethic Indicator

According to Sinamo (2014), indicators of a professional work ethic include:

1. Work is a mandate: I work truly and responsibly.
2. Work is a calling: I work thoroughly with integrity.
3. Work is actualization: I work hard with enthusiasm.
4. Work is worship: I work seriously and full of love.
5. Work is art: I work smart, full of creativity.
6. Work is honor: I work diligently with excellence.
7. Work is a blessing: I work sincerely, full of gratitude.
8. Work is service: I work perfectly with humility.

Organizational Commitment

According to Priansa (2018), organizational commitment is an employee's identification of agreement to achieve the unit mission or organizational mission. It can be concluded that organizational commitment is the attitude or authenticity of an employee's character or the sincerity of an employee towards an organization, and aims to be maintained in that organization. According to Meyer and Allen in Yusuf and Syarif (2018) Organizational commitment is a psychological construct as a characteristic of the

relationship between organizational members and their organization, and has implications for the individual's decision to continue their existence as a member of the organization.

Organizational Commitment Indicators

Aspects of organizational commitment, among others, according to Meyer and Allen in Yusuf and Syarif, (2018):

1. Effective commitment: Employees' emotional attachment and involvement in the organization,
2. Continuance commitment: Commitment based on losses associated with the employee's departure from the organization. This may be due to loss of seniority for promotions or benefits.
3. Normative commitment: Feelings of obligation to remain in the organization because they have to; This action is the right thing to do.

Employee performance

Performance is defined as what employees do or do not do. Employee performance is what influences how much they contribute to the organization. According to Afandi (2018) Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. According to Sutrisno (2016) "Performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization."

Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work output All kinds of units of measurement related to the amount of output. Work that can be expressed in terms of numbers or other numerical equivalents.
2. Quality of work results All kinds of units of measurement related to the quality or qualities of work results which can be expressed in terms of numbers or other numerical equivalents.
3. Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
4. Work discipline. Obedient to applicable laws and regulations.
5. Initiative The ability to decide and do the right thing without having to be told, able to find what should be done about something around you, trying to keep moving to do several things even though things feel increasingly difficult.
6. Accuracy: The level of suitability of work measurement results, whether the work has achieved its goals or not.
7. Leadership The process of influencing or giving an example by a leader to his followers in an effort to achieve organizational goals.
8. Honesty is a human trait that is quite difficult to implement.

9. Creativity A mental process involving the generation of ideas or involving the generation of ideas.

METHOD

The type of research that researchers use is quantitative research. According to Sugiyono (2016) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of test the established hypothesis. This type of quantitative research was carried out to create research that aims to adapt research and determine the influence of motivation and work ethic on employee performance with organizational commitment as an intervening variable. The research location was carried out at PT. Bariel Indo Global on Jalan Pergudangan Semanan Megah KAV 21 Daan Mogot KM 18 Jakarta 11850.

According to Sugiyono (2016) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all permanent employees at PT. Bariel Indo Global has 60 employees, so this population will all be taken as a sample using a saturated sampling technique. The author's data source uses one primary data source.

Research Data Analysis Techniques

1.Validity and Reliability Test

a. Validity test

This validity test is carried out to find out whether the items presented in the questionnaire are truly able to reveal with certainty what will be studied. According to Sugiyono (2016), the method used is item analysis, where each value in each question item is correlated with the total value of all question items for a variable using the product moment correlation formula." The minimum requirement to be considered valid is the calculated r value > the table r value. By using moment products, a question item can be said to be valid if it is greater than 0.30

b. Reliability Test

The reliability test according to Sugiyono (2016) is carried out to find out how far the measurement results remain consistent if measurements are made twice or more on the same symptoms using the same measuring equipment. Reliability testing is carried out to find out whether the measuring instrument designed in the form of a questionnaire is reliable. A measuring instrument can be relied upon if the measuring instrument is used repeatedly and will give relatively the same results (not much different). To see whether a measuring instrument is reliable or not, a statistical approach is used, namely through the reliability coefficient and if the reliability coefficient is greater than 0.60 then overall the statement is declared reliable (reliable).

2. Hypothesis Testing

T test (T-test)

The t test (t-test) tests the regression coefficient partially. This test is carried out to determine the partial significance of the role between the independent variable and the dependent variable by assuming that the other independent variables are considered constant.

The results of this calculation are then compared with the t table using an error rate of 0.05. The criteria used are as follows:

- H0 is accepted if the tcount value ≤ ttable or sig value > α
- H0 is rejected if the tcount value ≥ ttable or the sig value < α

Mark R^2 (Coefficient of Determination)

According to Ghozali (2016), the coefficient of determination (R2) is used to measure the extent of the model's ability to explain variations in the dependent variable. The coefficient of determination value is between zero and one. Ghozali (2016) stated that if in empirical tests the adjusted R2 value is negative, then the adjusted R2 value is considered zero.

Path Analysis

Path analysis is a statistical technique used to test the causal relationship between two or more variables. Path analysis is different from other regression techniques, where path analysis allows testing using mediating/intervening/intermediary variables, for example X→Y→Z (Ghozali 2016). There are several stages in carrying out path analysis, including: According to Ghozali (2016) path analysis is the use of regression analysis to estimate causal relationships between variables (casual mode) that have been previously determined based on theory.

RESULTS AND DISCUSSION

Validity and Reliability Test

The level of validity of this research instrument was determined through a validity test using the SPSS Windows release 25 program which was carried out on a questionnaire with 24 statement items through a sample of 60 people testing the validity of the instrument. The r table value for N= 60 with df=2 5% confidence level is 0.211. Whether the instrument is valid or not is determined by consulting the results of the correlation calculation with r at the 5% confidence level. If rcount is greater than rtable, then the instrument is declared valid and suitable for use (Ghozali, 2016).

Motivational Variable Validity Test (X1)

The motivation variable is measured through statement items 1, 2, 3, 4. Based on data processing using the SPSS program, the following results were obtained:

Table 1. Validity of Motivational Variables (X1)

Research variable	Statement	rTable	rCount	Information
Motivation (X1)	Statement_1	0.211	0.871	Valid
	Statement_2	0.211	0.890	Valid
	Statement_3	0.211	0.901	Valid
	Statement_4	0.211	0.843	Valid

Source: data processed in 2023

Because the calculated r is greater than the table r, all the Motivation Variable questionnaire items are declared valid.

Validity Test of the Work Ethic Variable (X2)

The Work Ethic variable is measured through statement items 1, 2, 3, 4, 5, 6, 7, 8. Based on data processing using the SPSS program, the following results were obtained:

Table 2. Validity of the Work Ethic Variable (X2)

Research variable	Statement	rTable	rCount	Information
Work Ethic (X2)	Statement_1	0.211	0.216	Valid
	Statement_2	0.211	0.603	Valid
	Statement_3	0.211	0.544	Valid
	Statement_4	0.211	0.602	Valid
	Statement_5	0.211	0.747	Valid
	Statement_6	0.211	0.723	Valid
	Statement_7	0.211	0.729	Valid
	Statement_8	0.211	0.672	Valid

Source: data processed in 2023

Because the calculated r is greater than the table r, all the Work Ethic Variable questionnaire items are declared valid.

Validity Test of the Organizational Commitment Variable (Z)

The Organizational Commitment variable is measured through statement items 1, 2, 3, 4, 5, 6, 7, 8. Based on data processing using the SPSS program, the following results were obtained:

Table 3. Validity of the Organizational Commitment Variable (Z)

Research variable	Statement	rTable	rCount	Information
	Statement_1	0.211	0.598	Valid
	Statement_2	0.211	0.375	Valid

Organizational Commitment (Z)	Statement_3	0.211	0.712	Valid

Source: data processed in 2023

Because the calculated r is greater than the table r, all the Organizational Commitment Variable questionnaire items are declared valid.

Validity Test of Employee Performance Variables (Y)

Employee Performance Variables are measured through statement items 1, 2, 3, 4, 5, 6, 7, 8, 9. Based on data processing using the SPSS program, the following results were obtained:

Table 4. Validity of Employee Performance Variables (Y)

Research variable	Statement	rTable	rCount	Information
Employee Performance (Y)	Statement_1	0.211	0.724	Valid
	Statement_2	0.211	0.677	Valid
	Statement_3	0.211	0.784	Valid
	Statement_4	0.211	0.794	Valid
	Statement_5	0.211	0.629	Valid
	Statement_6	0.211	0.628	Valid
	Statement_7	0.211	0.494	Valid
	Statement_8	0.211	0.648	Valid
	Statement_9	0.211	0.258	Valid

Source: data processed in 2023

Because the calculated r is greater than the r table, all Employee Performance Variable questionnaire items are declared valid.

Reliability Test

Reliability testing was carried out using the SPSS program, where if the Cronbach's Alpha value was > 0.60 then the data was declared reliable. The results of reliability testing for all variables are as follows:

Table 5. Reliability

Variable	Cronbach's Alpha	Conclusion
Motivation (X1)	0.899	Reliable
Work Ethic (X2)	0.763	Reliable
Organizational Commitment (Z)	0.760	Reliable
Employee Performance (Y)	0.796	Reliable

Source: data processed in 2023

In the table above there are reliable values which will be explained as follows. The Cronbach's Alpha Motivation (X1) value is 0.899 > 0.600, meaning the variable has a reliable distribution. Cronbach's Alpha Work Ethic (X2) value is 0.763 > 0.600, meaning the variable has a reliable distribution. Cronbach's Alpha value for Organizational Commitment (Z) 0.760 > 0.600. Cronbach's Alpha value for employee performance (Y) is 0.796 > 0.600. This means that all variables have a reliable distribution.

Table 6. Results of Path Analysis of Substructure Regression Equation 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,184	1,451		2,195	,032
	Motivation_X1	,026	,057	,055	,462	,646
	Work_Ethic_X2	,246	,054	,545	4,597	,000
a. Dependent Variable: Organization_Z Commitment						

Table 7. Results of Path Analysis of Substructure Regression Equation 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,541	3,316		6,194	,000
	Motivation_X1	0.126	,125	,324	1,211	,133
	Work_Ethic_X2	0.104	,138	,199	1,754	,454
	Organization_Z Commitment	1,597	,291	,690	5,493	,000
a. Dependent Variable: Employee_Performance_Y						

The SPSS output results with Standardized Coefficients Beta values for the two substructures are as follows:

1. Substructure 1 Motivation Value (X1) is 0.055 and is significant 0.646 > 0.05. The Work Ethic value (X2) is 0.545 and is significant 0.000 < 0.05. This means that the results of Motivation on Organizational Commitment have a positive and insignificant effect, while Work Ethic has a significant and positive effect on Organizational Commitment.
2. Substructure 2 Motivation Value (X1) is 0.324 and sig 0.133 > 0.05. The Work Ethic value (X2) is 0.199 and is significant 0.454. Organizational Commitment Value 0.690 and sig 0.000. This means that motivation has a positive and insignificant effect on employee performance. Work Ethic has a positive and insignificant effect on Employee Performance. Organizational Commitment has an insignificant positive influence.From

the results of the path analysis of the regression equation as presented in the table above, it can be seen that the regression equation is as follows:

Substructure 1:

$Z = a + ß1X1 + ß2X2 + e$

$Z = 3.184X1 + 0.055X2 + 0.545$

Substructure 2:

$Y = a + ß3X1 + ß4X2 + ß4 Z + e$

$Y = 20.541 + 0.324 X1 + 0.199X2 + 0.690 + e$

Classic assumption test
1. Normal PP Plot of Regression Standardized Residual
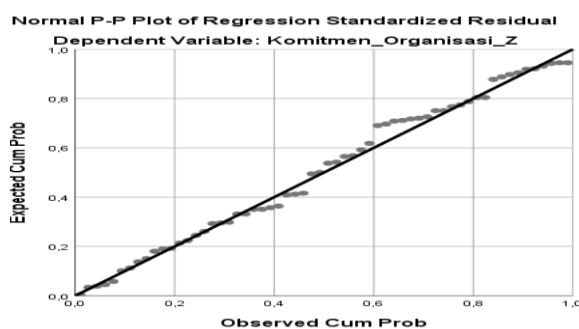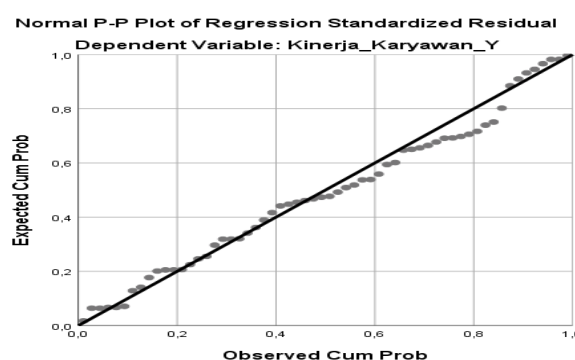
Figure 1. PP Plot Sub 1   **Figure 2. PP Plot Sub 2**

In the picture above there is a P – p plot which has points that are parallel to the line, meaning that in this study it is normally distributed because if the points are parallel to the line then the research is normal. P – p plot results for sub 1 and sub 2 are normally distributed
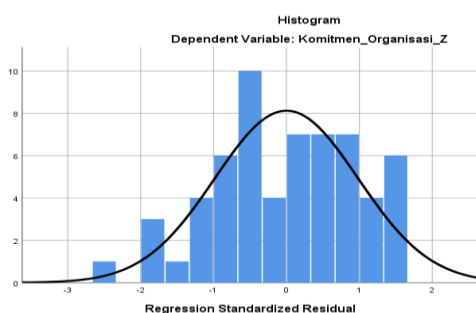
2. Histograms

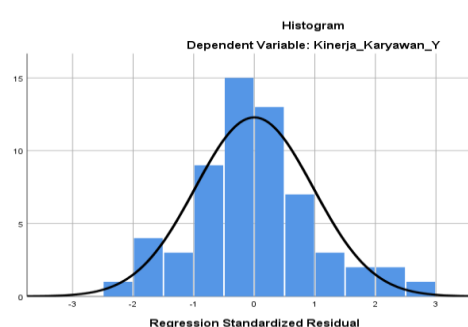**Figure 3. Sub 1 histogram**   **Figure 4. Sub 2 histogram**

In the histogram images sub 1 and sub 2, if you observe, the histogram shape above depicts normal data because the data distribution is balanced and some of the data is close to the midpoint or mean value.

3. Kolomogorov Smirnov

Table 8. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		60
Normal Parameters, b	Mean	,0000000
	Std. Deviation	1.49280790
Most Extreme Differences	Absolute	,094
	Positive	,055
	Negative	-,094
Statistical Tests		,094
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Table 9. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		60
Normal Parameters, b	Mean	,0000000
	Std. Deviation	3.24801559
Most Extreme Differences	Absolute	,095
	Positive	,095
	Negative	-,045
Statistical Tests		,095
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The results of the table above are the results of the Sub 1 and Sub 2 normality tests, it is known that the Asymp.sig (2-tailed) value is 0.200, the results show that the Asymp.sig value is more than (2-tailed) 0.200 > 0.005, so the research data is normally distributed.

Multicollinearity Test

*Multicollinearity Test*This can be done by comparing the VIF (Variance Inflation Factor) value with the number 10. The F value < 10 or has a Tolerance > 0.1, then it is said that there is no multicollinearity problem.

Table 10. Multicollinearity Test Results Sub 1

Coefficientsa			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Motivation_X1	,842	1,188
	Work_Ethic_X2	,842	1,188
a. Dependent Variable: Organization_Z Commitment			

Table 11. Multicollinearity Test Results Sub 2

Coefficientsa			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Motivation_X1	,839	1,192
	Work_Ethic_X2	,614	1,628
	Organization_Z Commitment	,676	1,480
a. Dependent Variable: Employee_Performance_Y			

The results of the Sub 1 Multicollinearity Test analysis show that the Tolerance value is $0.842 > 0.1$, and the VIF value is $1.188 < 10$. The Motivation variable has a tolerance value of $0.842 > 0.1$ and the VIF value is $1.188 < 10$. Work Ethic. The results above conclude that there is no multicollinearity in each each variable. The results of the Sub 2 Multicollinearity Test analysis show that the Tolerance value is $0.839 > 0.1$, and the VIF value is $1.192 < 10$ for the Motivation variable. tolerance value $0.614 > 0.1$ and VIF value $1.1628 < 10$ Work Ethic, tolerance value $0.676 > 0.1$ and VIF value $1.480 < 10$ The results above conclude that there is no multicollinearity in each variable.

Heteroscedasticity Test

*Heteroscedasticity*It can be seen, if the distribution of data points is not patterned, the data points are spread above and below or around the number 0, the data points do not gather only above or below:
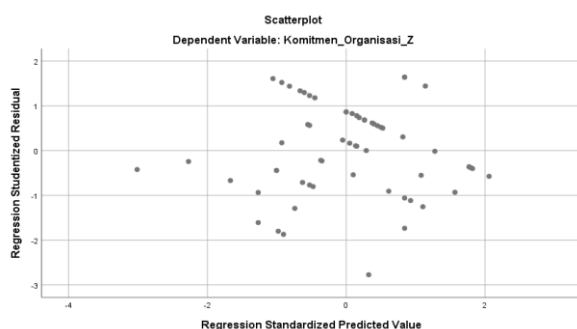

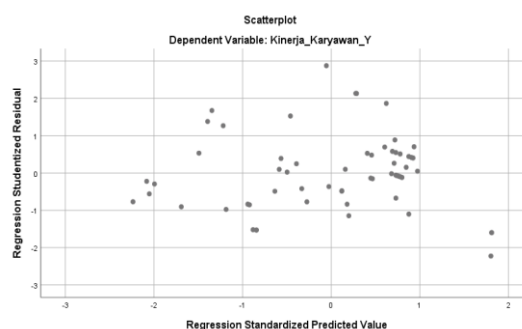Figure 5. Sub 1 Heteroscedastisite Test Results

Figure 6. Sub 2 Heteroscedastisite Test Results

In the Heteroscedasticity sub 1 and sub 2 images above you can see that the points are spread to the left, right, top and bottom and are at point 0 or the middle point so it can be concluded that there is no Heteroscedasticity problem.

Coefficient of Determination

The following are the results of the analysis of the coefficient of determination.

Table 12. Sub 1 Determination Coefficient Test

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,570a	,324	,301	1,519
a. Predictors: (Constant), Work_Ethic_X2, Motivation_X1				
b. Dependent Variable: Organization_Z Commitment				

Table 13. Sub 2 Determination Coefficient Test

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,634a	,402	,370	3,334
a. Predictors: (Constant), Organizational_Commitment_Z, Motivation_X1, Work_Ethos_X2				
b. Dependent Variable: Employee_Performance_Y				

From the results of table sub 1 above, it can be seen that the correlation/relationship value R is 0.570 and the percentage influence of the dependent variable is explained by the coefficient of determination which is the result of squaring R. The output results above obtained a coefficient of determination R Square of 0.324, meaning the influence of the Motivation variable (X1), Work Ethic (X2), and Organizational Commitment (Z) 32.4% while the rest is influenced by other variables.

From the results of table sub 2 above, it can be seen that the correlation/relationship value R is 0.634 and the percentage influence of the dependent variable is explained by the coefficient of determination which is the result of squaring R. The output results above obtained a coefficient of determination R Square of 0.402, meaning the influence of the Motivation variable (X1), Work Ethic (X2), and Organizational Commitment (Z) on Employee Performance (Y) 40.2% while the rest is influenced by other variables.

Hypothesis testing
t Test (Partial)

The t test is used to determine whether each independent variable individually has a significant effect on the dependent variable. The results of decision making are as follows:

Table 14. Results of the t test (partial test) Sub 1

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,184	1,451		2,195	,032
Motivation_X1	,026	,057	,055	,462	,646
Work_Ethic_X2	,246	,054	,545	4,597	,000
a. Dependent Variable: Organization_Z Commitment					

Table 15. Results of the t test (partial test) Sub 2

|	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	20,541	3,316		6,194	,000
	Motivation_X1	0.126	,125	,324	1,211	,133
	Work_Ethic_X2	0.104	,138	,199	1,754	,005
	Organization_Z Commitment	1,597	,291	,690	5,493	,000
a. Dependent Variable: Employee_Performance_Y						

*Coefficients*a*

The sub 1 Coefficient table above shows that the t-calculated value for the Motivation variable (X1) is 0.462 with a Sig value of 0.644. Work Ethic (X2) is 4.597 with a sig value of 0.000, df = nk = 60 – 3 = 57, obtained 1.672. Sig value. 0.646 > 0.05 which means it is not significant. The t-test research was 0.462 < t-table 1.672, so the hypothesis was not tested. The Sig value is 0.000 > 0.05, which means that the research t-test is significant 4.597 < 1.672, so the hypothesis is tested. This means that if motivation increases, organizational commitment does not necessarily increase and if it decreases, organizational commitment does not necessarily decrease. If Work Ethic increases, Organizational Commitment will increase; if it decreases, Organizational Commitment will decrease.

The sub 2 Coefficient table above shows that the t-calculated value for the Motivation variable (X1) is 1.211 with a Sig value of 0.133. Work Ethic (X2) is 1.754 with a sig value of 0.454, df = nk = 60 – 4 = 56, obtained 1.672. Sig value. 0.133 > 0.05 which means it is not significant. The t-test research is 1.211 < t-table 1.672, so the hypothesis is not tested. The Sig value is 0.199 > 0.05, which means that the t-test research is significant, 1.754 > 1.672, so the hypothesis is not tested. The sig value of 0.000 < 0.05 is significant, the t-test research is 5.493, so the hypothesis is tested. This means that if motivation increases, employee performance will not necessarily increase and if it decreases, employee performance will not necessarily decrease. If work ethic increases, employee performance will increase; if it decreases, employee performance will decrease. If Organizational Commitment increases, Employee Performance will increase, if it decreases, Employee Performance will decrease.
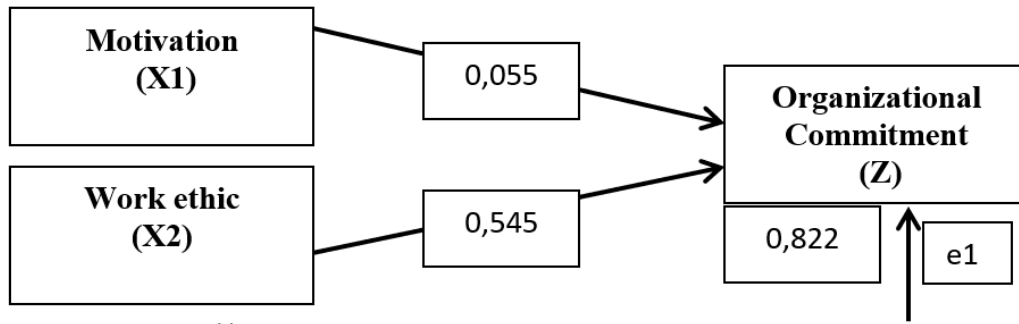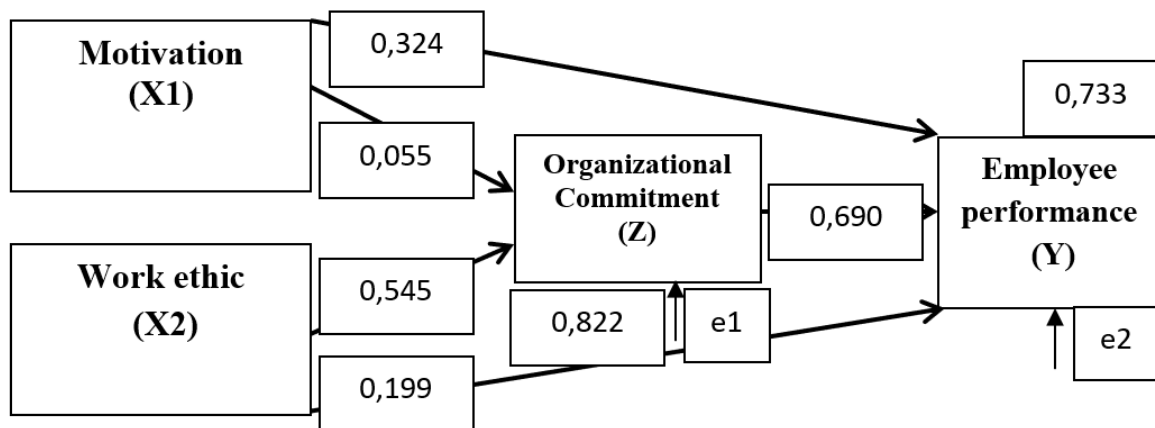
Data source processed in 2022

Figure 7. Results of Conceptual Framework Sub 1
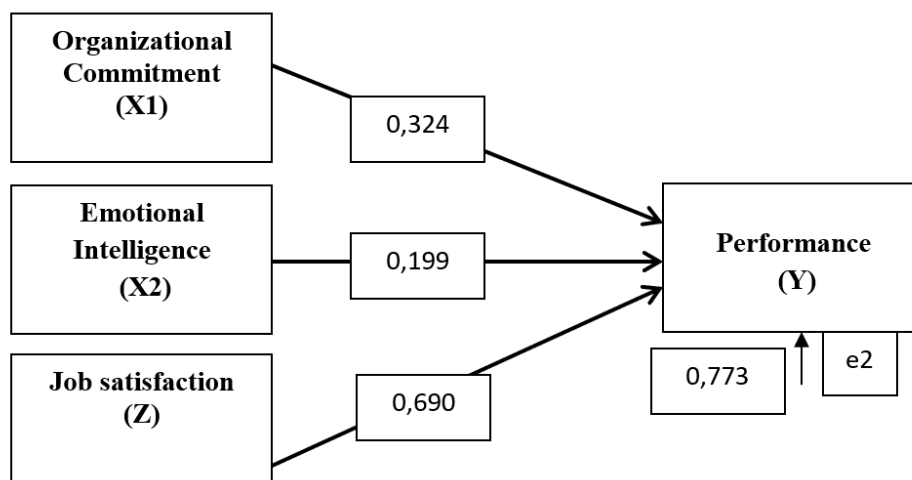
Data source processed in 2022

Figure 8. Results of Conceptual Framework Sub 2

Path Analysis Models

Data source processed in 2022

Figure 9. Path Analysis Model

The result of the image above is a path analysis model, namely Sub Structure I Motivation Variable (X1) of 0.055, stating that for every additional 1% of Motivation, Organizational Commitment will increase by 0.055 or 05.5%, and vice versa if Motivation decreases by 1% then Organizational Commitment will predicted to decrease by 0.055 or 05.5%. Work Ethic (X2) of 0.545 states that every 1% increase in Work Ethic will increase Organizational Commitment by 0.545 or 54.5%, and conversely if Work Ethic decreases by 1% then Organizational Commitment will be predicted to decrease by 0.545 or 54.5%.

The result of the image above is a path analysis model, namely Sub Structure 2 Motivation Variable (X1) of 0.324, stating that for every additional 1% of Motivation, employee performance will increase by 0.324 or 32.4%, and vice versa if Motivation decreases by 1%, employee performance will predicted to decrease by 0.324 or 32.4%. Work Ethic (X2) of 0.199 states that every additional 1% of Work Ethic will increase Employee Performance by 0.199 or 19.9%, and conversely if Work Ethic decreases by 1% then Employee Performance will be predicted to decrease by 0.199 or 19.9%. Organizational Commitment (Z) of 0.690 states that every additional 1% of Organizational Commitment will increase Employee Performance by 0.690 or 69.0%, and conversely if Organizational Commitment decreases by 1% then Employee Performance will be predicted to decrease by 0.690 or 69.0%.

Sobel Test
1. Indirect influence of motivation on performance through organizational commitment.

Figure 10. Sobel Test Sub 1

Input:		Test statistic:	Std. Error:	p-value:
a 0.055	Sobel test:	0.89374339	0.04246185	0.3714592
b 0.690	Aroian test:	0.8324816	0.04558659	0.40513716
s_a 0.057	Goodman test:	0.97088347	0.03908811	0.33160631
s_b 0.291	Reset all		Calculate	

The results of the image above have a P value of 0.331 which is smaller with a significance level of 0.05, so it can be concluded that the coefficient of the intervening variable means that Organizational Commitment is not capable of being an intervening variable for Motivation on Employee Performance.

2. Indirect influence of work ethic on performance through organizational commitment.

Table 11. Sobel Test Sub 2

Input:		Test statistic:	Std. Error:	p-value:
a 0.545	Sobel test:	2.30828568	0.16291311	0.02098325
b 0.690	Aroian test:	2.29762209	0.16366921	0.02158331
s_a 0.054	Goodman test:	2.31909913	0.16215348	0.02038966
s_b 0.291	Reset all		Calculate	

As a result of the image above, there is a P value of 0.020 which is greater with a significance level of 0.05, so it can be concluded that the coefficient of the intervening variable means that Organizational Commitment is able to become an intervening variable for Motivation on Employee Performance.

Motivation has a positive and insignificant effect on Organizational Commitment

Motivation Variables on Organizational Commitment Value Sig. 0.646 > 0.05 which means it is not significant. The t-test research was 0.462 < t-table 1.672, so the hypothesis was not tested. This means that if motivation increases, organizational commitment does not necessarily increase and if motivation decreases, organizational commitment does not necessarily decrease.

Work Ethic has a positive and significant effect on Organizational Commitment.

The variable Organizational Commitment Work Ethic has a Sig value of 0.000 > 0.05, which means that the t-test research is significant 4.597 < 1.672, so the hypothesis is tested. This means that if Work Ethic increases, Organizational Commitment will increase, conversely, if Work Ethic decreases, Organizational Commitment will decrease.

Motivation has an insignificant positive effect on employee performance

Motivation Variables on Employee Performance Value Sig. 0.133 > 0.05 which means it is not significant. The t-test research is 1.211 < t-table 1.672, so the hypothesis is not tested. This means that if motivation increases, it does not necessarily mean that employee performance will increase. Conversely, if motivation decreases, it does not necessarily mean that employee performance will decrease.

Work Ethic has a positive and insignificant effect on Employee Performance

The Work Ethic variable influences employee performance. The Sig value is 0.199 > 0.05, which means that the t-test research is significant 1.754 > 1.672, so the hypothesis is not tested. This means that if Work Ethic increases, Employee Performance will not necessarily increase and conversely, if Work Ethic decreases, Employee Performance will not necessarily decrease.

Organizational Commitment has a positive and significant effect on Employee Performance

The variable Organizational Commitment on Employee Performance has a sig value of 0.000 < 0.05 which is significant. The t-test research is 5.493, so the hypothesis is tested, meaning that if Organizational Commitment increases, Employee Performance will increase. Conversely, if Organizational Commitment decreases, Employee Performance will decrease.

The indirect influence of motivation on performance through organizational commitment.

The resulting P value of 0.331 is smaller with a significance level of 0.05, so it can be concluded that the coefficient of the intervening variable means that Organizational Commitment is not capable of being an intervening variable for Motivation on Employee Performance.

The indirect influence of Work Ethic on Performance through Organizational Commitment.

The result of the P value of 0.020 is greater with a significance level of 0.05, so it can be concluded that the coefficient of the intervening variable means that Organizational Commitment is able to become an intervening variable for Motivation on Employee Performance.

CLOSING
Conclusion

After obtaining the results and conducting discussions, the conclusions of this research are as follows:
1. Motivation has a positive and insignificant effect on Organizational Commitment at PT. Bariel Indo Global Jakarta.
2. Work Ethic has a positive and significant effect on Organizational Commitment at PT. Bariel Indo Global Jakarta
3. Motivation has a positive and insignificant effect on employee performance at PT. Bariel Indo Global Jakarta
4. Work Ethic has a positive and insignificant effect on Employee Performance at PT. Bariel Indo Global Jakarta
5. Organizational Commitment has a positive and significant effect on Employee Performance at PT. Bariel Indo Global Jakarta
6. The indirect influence of motivation on performance through organizational commitment at PT. Bariel Indo Global Jakarta
7. The indirect influence of Work Ethic on Performance through Organizational Commitmentat PT. Bariel Indo Global Jakarta

Suggestion
1. If employee performance does not increase with motivation, it means that the motivation provided is not suitable for the employee. Motivations should first look for problems from most employees. After that, arrange motivational words that build employee morale.
2. This means that work ethic is able to increase organizational commitment so that the organization's task is now to maintain employee commitment to the organization by providing the benefits that employees need.
3. Employees have a commitment to the organization but not all employees do so because they feel unfair about the organization's treatment so that there are still employees who

are not committed. The task of the organization is to increase
the commitment of employees who do not have a sense of commitment to the organization
by listening to their complaints and problems in their work.

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