

The Influence Of Work Ethos And Work Commitment On Organizational Performance With Motivation As A Mediation Variable In Immigration Offices Class I North Jakarta

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ABSTRACT

This study aims to: 1) examine and analyze the effect of work ethic on employee performance, 2) examine and analyze the effect of work commitment on employee performance, 3) examine and analyze the effect of motivation on employee performance, 4) examine and analyze the effect of work ethic on performance. employees through motivation, 5) examine and analyze the effect of work commitment on employee performance through motivation. The research was conducted at the Immigration Office I North Jakarta with a research sample of 62 respondents. The sampling technique used was simple random sampling technique. The data analysis method used descriptive analysis and path analysis.

The results showed that: 1) there was an effect of work ethic on employee performance, 2) there was an effect of work commitment on employee performance, 3) there was an influence of motivation on employee performance, 4) motivation can be affect work ethic on employee performance, 5) motivation can be affect work commitment to employee performance. Work commitment has a greater influence than work ethic on employee performance.

Keywords: Work Ethic, Work Commitment, Motivation, Employee Performance

I. INTRODUCTION

The implementation of decentralized government affairs is essentially an effort to improve the welfare of the people, which is none other than the main goal of state life. In order to achieve this goal, local governments are obliged to fill their autonomy rights with regional

development which is an instrument for achieving community welfare. Regional development is interpreted as an effort to improve the welfare of the community which is carried out through improving public services, increasing community participation, community empowerment, and increasing regional competitiveness. In the implementation of regional development, the alignment of development policies between the center and the regions is the key to achieving national development goals.

In the context of effective regional governance, regional development planning is an integral part of the national development planning system. The effectiveness of regional development implementation is determined by work commitment in optimal development planning. Thus, it takes a work ethic and work commitment from employees so that they can make up their minds, are determined to work hard, sacrifice and be responsible for achieving their goals and organizational goals that have been agreed or determined in advance. Ethos comes from Greek which gives the meaning of attitude, personality, character, character, and belief in something, ethos is formed by various habits, cultural influences and value systems that they believe in. In relation to the government bureaucracy, there is an assumption that through the appreciation of good ethics, a government apparatus will be able to build a commitment to make himself an example. However, the ethical values that apply in the government bureaucracy are not only beliefs for its members, but also become a set of institutionalized norms.

Ethics must be a reference and guide in acting and those who violate it will have moral consequences. Commitment has an important role, especially in a person's performance when working, this is due to the commitment that becomes a reference and encouragement that makes them more responsible for their obligations. However, in reality, many organizations pay less attention to the commitment/loyalty of their employees/members so that their performance is less than optimal.

In addition to employee commitment, work motivation also determines whether or not organizational performance is good. Although the organization has employees who are very competent in their work, if the employee does not have a high work commitment, the resulting performance is also not optimal. Work commitment within the scope of the organization can be interpreted as a strong will to remain a part of the organization and provide the best capabilities and efforts for the benefit of the organization as well as belief in the values and goals of the organization. Employee work commitment can be said as a psychological bond of an employee with the organization because of his belief in the values and goals of the organization.

Therefore, it is very important for organizations to have employees who are highly committed to work. Commitment is an employee's intention who believes and accepts the goals of the organization and based on this he will stay or will not leave the organization. Employee work commitment as another term for organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization. Organizational commitment is the identification and involvement of a person who is relatively strong in the organization. Work commitment is the desire of organizational members to maintain their membership in the organization and are willing to strive for the achievement of organizational goals.

Therefore, in order for all of that to run effectively and efficiently, employees who have high work motivation are needed in carrying out their duties and responsibilities. Motivation is very important to improve organizational performance. High work motivation of an employee will be a driving force to carry out work activities better and at the same time become input for organizations to improve performance. One of the goals of increasing employee motivation is to ensure a source of income for employees and their families, improve performance, increase employee self-esteem, accelerate work relations between

employees and the organization, prevent employees from leaving the organization, improve work ethic, organizations can streamline potential employees, and so on. .

Increasing employee motivation can be done through awarding employees according to their work performance. If employees have the motivation and skills needed will directly improve organizational performance. High motivation in achieving organizational goals, namely providing quality organizational performance.

II. LITERATURE REVIEW

1. Work Ethic

Ethos comes from the Greek (ethos) which means attitude, personality, character, character, and belief in something. This attitude is not only owned by individuals, but also by groups and even society. Ethos is formed by various habits, cultural influences, and value systems that they believe in. From the word ethos, it is also known as the word ethics, etiquette which is almost close to the understanding of morals or values related to good and bad, so that the ethos contains a very strong passion or spirit to perfect something optimally, better, and even strive to improve things achieve the highest possible quality of work.

Ethos is the nature, character, quality of life, moral and aesthetic style and mood of a person. The ethos is in the circle of ethics and logic that builds on values in relation to patterns of behavior and human plans. Ethos gives color and assessment of alternative work choices, whether a job is considered good, noble, respected, wrong and not proud.

By using the word ethos in a broad sense, namely first as a system of mental values, responsibilities and obligations. However, it should be noted that moral attitudes are different from work ethic, because the first concept emphasizes the obligation to be norm-oriented as a benchmark that must be followed. While the ethos is emphasized on the autonomous will of one's own consciousness, although the two are closely related and are mental attitudes towards something.

The understanding of the ethos shows that between one another they provide different meanings but in principle have the same goal which is to concentrate on the basic human attitude, as something that is born from within him which is emitted into his life and life.

Wirawan (2008), suggests that people who have a high work ethic have a high belief that work is a way to achieve happiness in life. If one wants to have a contented and happy life, one has to

work, while misery and poverty are the result of laziness at work.

The work ethic according to Ndraha (2005), is the value of work is every value generated (output) through work as a process (through put) and the value felt by consumers or recipients through use or enjoyment (outcomes), in the form of new value, added value and more value. The core value of work is work ethic. The English term ethos is defined as the fundamental character or spirit of a culture, various expressions that indicate the beliefs, habits or behavior of a community group.

Sinamo (2005) states that the work ethic is due to the ability to work with full responsibility, complete with integrity (honesty), hard and full of enthusiasm (ethos), intelligent full of creativity and diligent full of desire (orientation to the future).

Based on the definition stated above, it can be concluded that work ethic is the ability of an employee to carry out his duties with full responsibility, honesty, ethos, and future-oriented cooperation. All of this is based on an attitude of hard work, foresight, respect for time and the view that tomorrow must be better than today.

2. Work Commitment

Employee commitment to the organization is a relationship between individual employees and work organizations, where employees have confidence and trust in the values and goals of the work organization, are willing to use their business seriously for the benefit of the work organization and have a strong desire to remain part of the work organization. In this case the individual identifies himself in a particular organization where the individual works and hopes to become a member of the work organization in order to participate in realizing the goals of the work organization.

According to Porter et al in Panggabean (2004), commitment is the strong recognition and involvement of a person in a particular organization. The Decree of the Minister of State Apparatus Empowerment of the Republic of Indonesia Number 25/KEP/M.PAN/2002 states that the meaning of commitment is determination, firm determination, and a promise to do or realize something that is believed.

While Luthans (2006), states that organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive in accordance with the wishes of the organization and certain beliefs as well as acceptance of the values and goals of the organization.

From this understanding, it can be interpreted that commitment is an attitude that shows one's loyalty to an organization and also an ongoing process in which a person expresses his concern for the organization. Mathis and Jackson as quoted by Munandar (2003), state that commitment is the level of trust and acceptance of employees of the organization's goals and intentions to remain in the organization.

Umam (2010), suggests that commitment to the organization reflects three main indicators, namely commitment is seen as reflecting an effective orientation to the organization, consideration of losses if leaving the organization and the moral burden of continuing to be in the organization. While Blan and Boal in Knoop cited by Sopiah (2008), mention commitment as partisanship and loyalty of employees to the organization and organizational goals.

In relation to commitment, Mayer and Allen cited by Sutrisno (2010) identify three different themes in defining commitment, the three commitments are commitment as an affective attachment to the organization, commitment as a cost that must be borne if leaving or leaving the organization and commitment as an obligation to remain in the organization.

Based on the definitions above, it can be concluded that employee commitment is an element of loyalty to the organization, involvement in work and identification of organizational values and goals that are based on strong trust and acceptance, willingness to strive to achieve organizational interests and a strong desire to maintain organizational membership.

3. Motivation

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible that provide the strength to encourage individuals to behave in achieving goals. (Rivai, 2004)

According to Azwar (2000), motivation is a stimulus, encouragement or power generator owned by a person or group of people who want to act and cooperate optimally in carrying out something that has been planned to achieve the goals that have been set.

Motivation is the driving or pulling force that causes behavior towards a certain goal. Employees will be serious because they have high motivation. An employee will work if there is a motivating factor. (Mulyasa, 2003)

Based on the understanding of motivation above, a leader or manager of an organization is

required to know how and how to motivate his subordinates to be able to work more productively so that what the organization wants can be achieved. From the opinions of the experts stated above, it can be concluded that work motivation is a stimulus, encouragement or power generator owned by an employee to act and cooperate optimally in carrying out a work that has been planned to achieve the goals set with performance indicators, rewards, challenges, responsibilities, development, involvement and opportunities.

4. Organizational Performance

In an individual, group, or organization, an assessment is needed to find out the final goal to be achieved or often referred to as performance. This performance appraisal is very important because it can be used as a measure of the success of the organization in achieving its mission. In addition, performance can be used to measure the level of achievement or policies of individuals or groups of individuals.

According to Keban (2004), performance is a translation of performance which is often interpreted as "appearance", "demonstration" or "achievement". This agrees with what Mangkunegara (2008) said, that the term performance comes from the word job performance or actual performance, namely work performance or achievements to be achieved.

From the opinion above, the notion of performance is a translation of performance which is often interpreted as an appearance, demonstration, or achievement. Experts suggest several definitions of the concept of performance, which is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization (Mahsun, 2006). In addition, performance is a set of outputs produced by the implementation of certain functions over a certain period of time (Tangkilisan, 2005).

From the various understandings that have been stated that performance is a concept used by an organization to assess how much results have been achieved and the process of implementing its work to achieve organizational goals. Related to performance in an organization, of course, from some of the above understandings, performance means doing, carrying out, carrying out tasks or obligations that have become the responsibility of every member of the organization. More clearly organizational performance is described in the 2003 Encyclopedia of Public Administration and Public

Policy as quoted by Keban (2004), namely "Performance describes how far the organization achieves results when compared to its previous performance compared to other organizations (benchmarking) and to what extent the goals and targets have been achieved."

According to the Institute of State Administration of the Republic of Indonesia in Pasolong (2007:175), performance is a description of the level of achievement of the implementation of an activity, program, policy in realizing the goals, objectives, mission and vision of the organization. While Prawirosentono in Pasolong (2007), argues that "Performance is the result of work that can be achieved by employees or groups of employees in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with with morals and ethics."

From some of the opinions above, it can be said that the concept of performance is a description of the achievements by employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that have been set previously.

III. RESEARCH METHOD

Research Object and Time

The research was conducted at the North Jakarta Class I Immigration Office, Jl. Boulevard Bar. Raya No.80, RT.18/RW.8, West Kelapa Gading, Kelapa Gading, North Jakarta City, Jakarta 14240. The study was conducted from December 2021 to April 2022.

Research Design

This study uses an explanatory analysis approach, where each variable stated in the hypothesis is observed through testing the causal relationship between the independent variable and the dependent variable, as well as the mediating variable in this case is motivation, as the observed variable is able to mediate a direct relationship between the independent variables (work ethic) and work commitment) on the dependent variable (organizational performance). The influence of the mediating variable can strengthen or weaken the relationship between the dependent and independent variables. This phenomenon is created as a variable (X3), where motivation is a mediating variable which will be tested through interaction test.

Population and Sample

In general, the population is intended as a generalization area consisting of objects/subjects that have certain qualities and characteristics, Sugiyono (2009: 115). The population in this study were the employees of the North Jakarta Immigration Office with a total of 73 employees.

According to Sugiyono (2009: 116), the sample in general is about part of the number and characteristics possessed by the population. If the population is large and it is impossible for the author to study everything in the population due to limited funds, manpower and time, then the author can use a sample taken from that population. What is learned from the sample, the conclusions will be applicable to the population. For this reason, samples taken from the population must be truly representative (representative).

In this study the determination of the number of samples taken from employees at the North Jakarta Immigration Office, using the formula from Taro Yamane (1967:15). Based on this formula, the number of samples (n) is 63. Based on the above calculation, the number of samples at the North Jakarta Immigration Office is 62 respondents.

Data Types and Sources

The types and sources of data used in this study are primary and secondary data.

1. Primary Data

Primary data is data that comes from the original or first source. In this study, the data obtained came from distributing questionnaires to the employees of the North Jakarta Immigration Office.

2. Secondary Data

Secondary data is data that comes from a second source that can be obtained through books, brochures and articles obtained from websites related to this research. Or data that comes from second people or not data that comes directly, this

data supports discussion and research, for that several sources of books or data obtained will help and critically examine the research. To obtain this data, the researcher took a number of books, brochures, websites, and examples of previous studies related to this research.

Data Collection Technique

The techniques used to collect the data and materials needed are:

1. Questionnaire/Questionnaire technique is a technique for collecting data using a data collection instrument, where between data collectors and respondents (data sources) there are no direct face-to-face interviews. Data collection techniques are carried out by giving question sheets (questionnaires) to respondents. This method is used to obtain the primary data needed as the basis for analysis.
2. Interview technique is a technique of collecting data by conducting direct questions and answers to the employees of the North Jakarta Immigration Office. Regarding everything related to the problem to be written. This technique is used to complete the data obtained from the questionnaire/questionnaire technique.
3. Observation technique is a technique of collecting data by direct observation at the location, namely the North Jakarta Immigration Office in order to match the data obtained from questionnaires and interviews.

IV. RESEARCH RESULTS AND DISCUSSION

1. Analysis of the Effect of Work Ethic and Work Commitment on Motivation

The results of the regression analysis of the effect of work ethic and work commitment on motivation can be seen in the table below:

Table 1. Test Results of the Effect of Work Ethic and Work Commitment on Motivation Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.642	.161	2.89538

a. Predictors: (Constant), X11, X2

b. Dependent Variable: X3

Source: Primary Data processed, 2022

Table 1 shows the value of R2 (R Square) of 0.624. This R2 value is used in calculating the coefficient value of e1. The coefficient of e1 is a variant of

motivation that is not explained by work ethic and work commitment.

$$\text{Magnitude: Coefficient } e1 = \sqrt{1 - R^2 X_k}$$

$$e_1 = \sqrt{1 - (0,642)^2} = \sqrt{1 - (0,412)} = \sqrt{0,588} = 0,766$$

Table 2. Results of Motivational Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.769	6.845		4.349	.000
	X1	.494	.158	.377	3.123	.003
	X2	.012	.222	.007	.056	.005

a. Dependent Variable: X3

Source: Primary Data processed, 2022

Based on Table 2, it can be seen that the regression equation is as follows:

$$X_3 = b_1X_1 + b_2X_2 + e_1$$

$$X_3 = 0,377X_1 + 0,007X_2 + 0,766e_1$$

..... (1)

The equation shows that:

- Every 1 increase in work ethic will be followed by an increase in motivation of 0.377.
- Every 1 unit increase in work commitment will be followed by an increase in motivation of 0.007.

So from equation (1) it can be seen that if the work ethic increases, the motivation will increase. Likewise, with increased work commitment, motivation will increase.

2. Analysis of the Effect of Work Ethic and Work Commitment on Organizational Performance

The results of the regression analysis of the effect of work ethic and work commitment on organizational performance can be seen in Table 3, below:

Table 3. Test Results of the Effect of Work Ethic and Work Commitment on Organizational Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.625	.608	3.73153

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Y

Source: Primary Data processed, 2022

Table 3 shows the value of R2 (R Square) of 0.624. This R2 value is used in calculating the e2 coefficient value. The e2 coefficient is a variant of organizational performance that is not explained by work ethic and work commitment.

$$\text{Magnitude: Coefficient } e_1 = \sqrt{1 - R^2 X_k}$$

$$e_1 = \sqrt{1 - (0,625)^2} = \sqrt{1 - (0,390)}$$

$$= \sqrt{0,610} = 0,781$$

Table 4. Results of Organizational Performance Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.075	6.703		5.979	.000

X1	.097	.155	-.081	2.629	.006
X2	.228	.218	.134	2.046	.010

a. Dependent Variable: Y

Source: Primary Data processed, 2022

Based on Table 4, it can be seen that the regression equation is as follows:

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y = 0,081X_1 + 0,134X_2 + 0,781e_2$$

..... (2)

The equation shows that:

- Every 1 unit increase in work ethic will be followed by an increase in organizational performance of 0.081.
- Every increase in 1 unit of work commitment will be followed by an increase in organizational performance of 0.134

So from equation (2) it can be seen that if the work ethic increases, the organizational performance will increase. Likewise, with increased work commitment, organizational performance will increase.

3. Analysis of the Effect of Motivation on Organizational Performance

The results of the regression analysis of the influence of motivation on organizational performance can be seen in Table 15, as follows:

Table 5. Organizational Performance Regression Coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.248	5.553		7.968	.000
	X3	.265	.118	.071	3.550	.008

a. Dependent Variable: Y

Source: Primary Data processed, 2022

Based on Table 5, it can be seen that the regression equation is as follows:

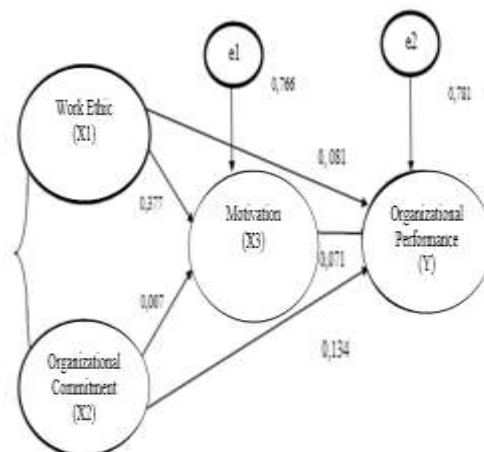
$$Y = b_3X_3 + e_2$$

The equation shows that:

- Every increase in 1 unit of motivation will be followed by an increase in organizational performance of 0.071.

4. Analysis of the Effect of Work Ethic and Work Commitment on Organizational Performance Through Motivation

Based on equations (1), (2) and (3), a path analysis model is obtained as follows:



The value of the influence of work ethic and work commitment on organizational performance through motivation is as follows:

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0,377 \times 0,071 = 0,267$$

$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{x_3x_2}) \times (\rho_{yx_3}) = 0,007 \times 0,071 = 0,497$

In the work ethic variable, the indirect influence value is obtained from the path coefficient value x_3x_1 multiplied by the path coefficient value yx_3 . The multiplication result shows that the value of the coefficient of indirect influence is greater than the value of the coefficient of direct influence. This shows that motivation can mediate the work ethic in influencing organizational performance.

In the work commitment variable, the indirect influence value is obtained from the path coefficient value x_3x_1 multiplied by the path coefficient value yx_3 . The multiplication result shows that the value of the coefficient of indirect influence is greater than the value of the coefficient of direct influence. This shows that motivation can mediate, namely work commitment in influencing organizational performance.

Discussion

1. The Influence of Work Ethic on Organizational Performance of Class I Immigration Office, North Jakarta

Based on the results of the description analysis on the work ethic variable, the indicator that dominates the formation of the work ethic variable is future orientation, that North Jakarta Class I Immigration Office employees work oriented towards work results and North Jakarta Class I Immigration Office employees work oriented towards organizational progress.

On the organizational performance variable, the indicator gives the greatest value to the formation of the beneficial organizational performance variable, that the North Jakarta Class I Immigration Office employees fulfill their job responsibilities and the North Jakarta Class I Immigration Office meets the requirements for good performance.

Based on regression analysis, it shows that work ethic contributes to the organizational performance of the North Jakarta Class I Immigration Office. The results of this study are in line with the results of research conducted by Wisnu Hartawan (2016), Frengky Basna (2016) and Sri Yusnita (2014).

2. The Influence of Work Commitment on Organizational Performance of Class I Immigration Offices in North Jakarta

Based on the results of the description analysis on the work commitment variable, the indicator that gives the greatest value to the formation of the work commitment variable is trust,

that the head of the North Jakarta Class I Immigration Office believes in the work of his subordinates and the head of the North Jakarta Class I Immigration Office likes to listen to the complaints of subordinates.

On the organizational performance variable, the indicator that gives the greatest value to the formation of the organizational performance variable is the benefit, that the North Jakarta Class I Immigration Office employees fulfill their job responsibilities and the North Jakarta Class I Immigration Office meets the requirements for good performance.

Based on the results of regression analysis, it shows that work commitment is able to provide support for improving organizational performance at the North Jakarta Class I Immigration Office. The results of this study are in line with the results of research conducted by Wisnu Hartawan (2016), Frengky Basna (2016) and Sri Yusnita (2014).

3. The Influence of Motivation on Organizational Performance of Class I Immigration Offices, North Jakarta

In the motivation variable, the indicator that dominates the formation of the motivation variable is the development indicator, that the leadership of the North Jakarta Class I Immigration Office tries to develop the organization and the employees are given training for the North Jakarta Class I Immigration Office for the benefit of the organization.

On the organizational performance variable, the indicator that gives the greatest value to the formation of the organizational performance variable is the benefit, that the North Jakarta Class I Immigration Office employees fulfill their job responsibilities and the North Jakarta Class I Immigration Office meets the requirements for good performance.

Based on the results of regression analysis, it shows that motivation is able to provide support for improving the organizational performance of the North Jakarta Class I Immigration Office. The results show that it is in line with the research of Wisnu Hartawan (2016), Frengky Basna (2016) and Sri Yusnita (2014).

4. The Influence of Work Ethic on Organizational Performance of Class I Immigration Office North Jakarta Through Motivation

Based on the results of the description analysis on the work ethic variable, the indicator that dominates the formation of the work ethic variable is future orientation, that North Jakarta

Class I Immigration Office employees work oriented towards work results and North Jakarta Class I Immigration Office employees work oriented towards organizational progress.

In the motivation variable, the indicator that dominates the formation of the motivation variable is the development indicator, that the leadership of the North Jakarta Class I Immigration Office tries to develop the organization and the employees are given training for the North Jakarta Class I Immigration Office for the benefit of the organization.

On the organizational performance variable, the indicator that gives the greatest value to the formation of the organizational performance variable is the benefit, that the North Jakarta Class I Immigration Office employees fulfill their job responsibilities and the North Jakarta Class I Immigration Office meets the requirements for good performance.

Based on the results of the path analysis, it shows that motivation provides support for increasing work ethic on the organizational performance of the North Jakarta Class I Immigration Office. The results of this study are in line with the research of Wisnu Hartawan (2016), Frengky Basna (2016) and Sri Yusnita (2014).

5. The Influence of Work Commitment on Organizational Performance of Class I North Jakarta Immigration Offices Through Motivation

Based on the results of the description analysis on the work commitment variable, the indicator that gives the greatest value to the formation of the work commitment variable is trust, that the head of the North Jakarta Class I Immigration Office believes in the work of his subordinates and the head of the North Jakarta Class I Immigration Office likes to listen to the complaints of subordinates.

In the motivation variable, the indicator that dominates the formation of the motivation variable is the development indicator, that the leadership of the North Jakarta Class I Immigration Office tries to develop the organization and the employees are given training for the North Jakarta Class I Immigration Office for the benefit of the organization.

On the organizational performance variable, the indicator that gives the greatest value to the formation of the organizational performance variable is the benefit, that the North Jakarta Class I Immigration Office employees fulfill their job responsibilities and the North Jakarta Class I

Immigration Office meets the requirements for good performance.

Based on the results of path analysis, it shows that motivation provides support for increasing work commitment to the organizational performance of the North Jakarta Class I Immigration Office. The results of this study are in line with the research of Wisnu Hartawan (2016), Frengky Basna (2016) and Sri Yusnita (2014).

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research on the effect of work ethic and work commitment on organizational performance with motivation as a mediating variable at the Immigration Office Class I, North Jakarta, the following conclusions can be drawn:

Based on the results of the description analysis on the work ethic variable, the indicator that dominates the formation of the work ethic variable is future orientation, that North Jakarta Class I Immigration Office employees work oriented towards work results and North Jakarta Class I Immigration Office employees work oriented towards organizational progress.

Based on the results of the description analysis on the work commitment variable, the indicator that gives the greatest value to the formation of the work commitment variable is trust, that the head of the North Jakarta Class I Immigration Office believes in the work of his subordinates and the head of the North Jakarta Class I Immigration Office likes to listen to the complaints of subordinates.

In the motivation variable, the indicator that dominates the formation of the motivation variable is the development indicator, that the leadership of the North Jakarta Class I Immigration Office tries to develop the organization and the employees are given training for the North Jakarta Class I Immigration Office for the benefit of the organization.

On the organizational performance variable, the indicator that gives the greatest value to the formation of the organizational performance variable is the benefit, that the North Jakarta Class I Immigration Office employees fulfill their job responsibilities and the North Jakarta Class I Immigration Office meets the requirements for good performance.

Based on regression analysis, it shows that work ethic and work commitment contribute to the organizational performance of the North Jakarta Class I Immigration Office. Based on the results of

the path analysis, it shows that motivation provides support for increasing work ethic on the organizational performance of the North Jakarta Class I Immigration Office. Based on the results of path analysis, it shows that motivation does not provide support for increasing work commitment to the organizational performance of the North Jakarta Class I Immigration Office.

Suggestion

Based on the results of research on the effect of work ethic and work commitment on organizational performance with motivation as a mediating variable at the Immigration Office Class I, North Jakarta, some suggestions can be made as follows:

1. The results of this study are expected to contribute to sources of information for other researchers who have an interest in the same field. As well as enriching and providing development of knowledge and theory in the field of management, especially human resource management, in a discussion of the effect of work ethic, work commitment and motivation on organizational performance.
2. The results of this study are expected to be used as input and information regarding the effect of work ethic, work commitment and motivation on organizational performance. So that it can be used as a source of information for organizations, especially for the North Jakarta Class I Immigration Office in order to implement effective and efficient human resource management in achieving organizational goals and objectives, in an effort to improve by taking into account the following:

a. Work ethic

In order to be a concern for the North Jakarta Class I Immigration Office, to pay attention to the responsibility indicator that gives the lowest value to the formation of the work ethic variable, namely by means of the North Jakarta Class I Immigration Office Employees must fulfill their job responsibilities and North Jakarta Class I Immigration Office employees must take full responsibility for their work. Leaders provide reward and punishment for their employees to be more orderly in their duties and responsibilities.

b. Work commitment

In order to be a concern for the North Jakarta Class I Immigration Office, to pay attention to the indicator of desire that gives the lowest value to the formation of the work commitment variable, namely by way of the North Jakarta Class I

Immigration Office leadership must be a role model for subordinates and the North Jakarta Class I Immigration Office leadership must be able to influence subordinate.

c. Motivation

In order to be a concern for the North Jakarta Class I Immigration Office, to pay attention to the performance indicators that give the lowest value to the formation of the motivation variable, namely by way of the North Jakarta Class I Immigration Office employees must have good performance and the North Jakarta Class I Immigration Office must have a good work reputation. good.

d. Organizational Performance

In order to be a concern for the North Jakarta Class I Immigration Office, to pay attention to the outcome indicator that gives the lowest value to the formation of organizational performance variables, namely by way of the North Jakarta Class I Immigration Office employees must try to provide immigration services according to the needs and desires of visitors and Class I Immigration Office employees. North Jakarta by providing excellent service training on an ongoing basis.

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