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The Influence of Work Ethic, Work Culture, and Organizational Support on Employee Performance Through Motivation as an Intervening Variable Among Employees of the Religious Court in Gorontalo Province

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ABSTRACT

This study aims to analyze the influence of work ethic, work culture, and organizational support on employee performance, with work motivation as an intervening variable among employees of the Religious Court in Gorontalo Province. The population in this study consists of 120 employees from the Religious Court offices in Gorontalo Province. The analysis method used is path analysis. The results indicate that work ethic, work culture, and organizational support have a positive and significant impact on employees' work motivation. Additionally, work ethic, work culture, and organizational support also have a positive and significant effect on employee performance, demonstrating that a conducive work environment can enhance productivity. Work motivation itself has a positive impact on employee performance, meaning that the higher the work motivation, the better the performance achieved. Furthermore, work motivation serves as a mediating variable in the relationship between work ethic, work culture, and organizational support on employee performance. This finding suggests that the combination of these factors, along with high work motivation, further strengthens improvements in employee performance at the Religious Court in Gorontalo Province.

Work Ethic, Work Culture, Organizational Support, Work Motivation, Employee Performance.

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INTRODUCTION

In Law Number 43 of 1999, which is an amendment to Law Number 8 of 1974 concerning the principles of staffing, auditors are mandated to conduct personnel audits from the time employees enter as prospective civil servants (CPNS), then are appointed as civil servants (PNS), until retirement and post-employment. Furthermore, the government issued Law Number 5 of 2014, explaining that the state civil apparatus (ASN) is a profession for civil servants

(PNS) and government employees with work agreements (PPPK) who work in government agencies.

Based on these laws, as state apparatus, an employee is required to have good moral character, commitment, and responsibility towards their work and organization, as well as discipline and good performance. Employees are considered valuable assets because they bring essential skills, enthusiasm, and innovation needed to achieve organizational goals (Yakup et al, 2024). Performance appraisal for civil servants is emphasized in Government Regulation Number 30 of 2019, which explains that the assessment of civil servant performance is carried out based on the principles of objectivity, measurability, accountability, participation, and transparency.

Conditions show that motivation among employees is relatively low, as reflected in poor performance. There are still many employees who lack discipline in carrying out their duties, as evidenced by low attendance rates in meetings. Sutandi (2018) states that the negative perception of the performance of the state civil apparatus (ASN) is due to a personnel system that fails to develop them into professional, honest, high-performing, and well-characterized civil servants, leading to overall poor performance. This is contrary to the fundamental definition of performance, which is the ability to complete tasks effectively.

If individual performance is good, it is expected that organizational performance will also improve. Hasibuan (2019) explains that performance or work achievement is the result achieved by an individual in carrying out assigned tasks based on competence, experience, dedication, and time. Work performance is a combination of three important factors: an employee's ability and interest, their acceptance and understanding of task delegation, and their motivation level. Meanwhile, Mangkunegara (2019) defines work achievement as the quality of work results achieved by an individual in carrying out assigned tasks responsibly. Based on these definitions, performance can be understood as the overall quality of work results produced by an employee in achieving the goals of an institution or agency.

The literature generally suggests that many factors influence the performance of an institution or organization, such as employee work ethic, organizational culture, organizational support, and work motivation. Work ethic reflects an evaluative aspect that individuals or groups hold regarding work activities. Sinamo in Lawu et al., (2019) defines work ethic as a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, and total commitment to an integrated work paradigm. A high work ethic is crucial for every employee, as organizations require hard work and strong

commitment to grow and compete. Organizations aiming for progress involve their members in achieving performance goals, including fostering a strong work ethic.

Sinamo, in Bawelle & Sepang (2016), further explains that work ethic is a set of positive work behaviors deeply rooted in strong cooperation, fundamental beliefs, and total commitment to an integrated work paradigm. Work ethic reflects an individual's personality, how they express themselves, view, believe, and assign meaning to their work, driving them to act and achieve optimal results. Individuals or groups can be considered to have a high work ethic.

Anoraga, in Lawu et al., (2019), describes work ethic as a perspective and attitude of a nation or community toward work. If work is regarded as a noble pursuit for human existence, the work ethic will be high. Conversely, if work is seen as meaningless or not valued, the work ethic will naturally be low. Work ethic functions as a consistent driver of actions and activities.

Kusnan, in Lawu et al., (2019), explains that increasing work ethic is a concern for every company, as each individual has a different level of work ethic depending on their personal value system. The higher the employee's work ethic, the better their performance. Performance is defined as a concrete, observable, and measurable work result, emphasizing that performance is the outcome achieved by employees in executing their tasks within a specified timeframe.

Another factor influencing employee performance is organizational culture. The better the organizational culture, the greater the employees' drive to grow together with the organization (Suaiba et al, 2021). In the era of globalization, rapid changes in economic conditions and technological advancements necessitate organizational transformation. Human resources are vital for every organization, as they drive and control organizational activities. Human resources significantly contribute to organizational success, making organizational culture an essential factor affecting performance. Kaesang et al. (2021) define organizational culture as the values and spirit underlying how a company is managed and structured. Organizational culture generally serves as a binding expectation for employees, formulated formally in various company regulations and policies. Consequently, organizational culture influences employees' attitudes and behaviors.

Additionally, another factor affecting performance is organizational support. Eisenberger, in Metria & Riana (2018), states that employees receiving support from their organization are less likely to seek employment elsewhere. Employees feel supported when they perceive fair compensation, participation

in decision-making, and supportive leadership. Organizational support significantly influences employee behavior, whether through managerial attention, provision of adequate facilities, or resources to enhance employee performance. Organizational support perception refers to employees' beliefs about how much their organization values their contributions and cares about their well-being.

Considering the above discussion, this study aims to analyze the influence of work ethic, organizational culture, and organizational support on employee performance through motivation as an intervening variable among employees of the Religious Court in the Gorontalo Province.

RESEARCH METHOD

The population in this study consists of employees of the Religious Court Office in the Gorontalo Province, totaling 120 individuals. The analytical method used is path analysis. The path analysis model used in this research is formulated as follows:

$$\text{Structure I: } Y_1 = \beta_{Y_1X_1}X_1 + \beta_{Y_1X_2}X_2 + \beta_{Y_1X_3}X_3 + \varepsilon_1$$

$$\text{Structure II: } Y_2 = \beta_{Y_2X_1}X_1 + \beta_{Y_2X_2}X_2 + \beta_{Y_2X_3}X_3 + \beta_{Y_2Y_1}Y_1 + \varepsilon_2$$

Where:

Y2: Performance

Y1: Work Motivation

X1: Work Ethic

X2: Work Culture

X3: Organizational Support

RESULT AND DISCUSSION

Coefficient of Determination Test (R^2)

In the first structure, the variables of work ethic, work culture, and organizational support influence work motivation with a determination coefficient value of 0.63 or 63%. This result indicates that changes in employees' work motivation can be explained by work ethic, work culture, and organizational support by 63%, while the remaining 37% is influenced by other variables not included in this model.

In the second structure, the variables of work ethic, work culture, organizational support, and work motivation influence performance with a determination coefficient value of 0.42 or 42%. This result implies that variations in employee performance improvement can be explained by these four variables by 42%, while the remaining 58% is influenced by other variables not included in this model.

Hypothesis Testing

The Effect of Work Ethic on Work Motivation

Based on the calculation of the path coefficient model, work ethic affects work motivation with a value of 0.26, a t-value of 3.30, and a significance of 0.001 (< 0.05). Thus, the path coefficient of work ethic (PX1) on work motivation (Y1) is positive and significant. Therefore, the first hypothesis is accepted.

The Effect of Work Culture on Work Motivation

Based on the calculation, work culture influences work motivation with a path coefficient value of 0.22, a t-value of 2.82, and a significance of 0.006 (< 0.05). This result shows that work culture (X2) has a positive and significant effect on work motivation (Y1). Therefore, the second hypothesis is accepted.

The Effect of Organizational Support on Work Motivation

Organizational support influences work motivation with a path coefficient value of 0.44, a t-value of 5.66, and a significance of 0.000 (< 0.05). Thus, organizational support (X3) has a positive and significant effect on work motivation (Y1). Therefore, the third hypothesis is accepted.

The Effect of Work Ethic on Performance

Based on the calculation, work ethic affects performance with a value of 0.14, a t-value of 1.39, and a significance of 0.045 (< 0.05). This result indicates that work ethic (X1) has a positive and significant effect on performance (Y2). Therefore, the fourth hypothesis is accepted.

The Effect of Work Culture on Performance

Work culture influences performance with a path coefficient value of 0.09, a t-value of 1.00, and a significance of 0.019 (< 0.05). Thus, work culture (X2) has a positive and significant effect on performance (Y2). Therefore, the fifth hypothesis is accepted.

The Effect of Organizational Support on Performance

Organizational support influences performance with a path coefficient value of 0.29, a t-value of 2.65, and a significance of 0.009 (< 0.05). This result shows that organizational support (X3) has a positive and significant effect on performance (Y2). Therefore, the sixth hypothesis is accepted.

The Effect of Work Motivation on Performance

Work motivation affects performance with a path coefficient value of 0.21, a t-value of 1.85, and a significance of 0.026 (< 0.05). Thus, work motivation (Y1) has a positive and significant effect on performance (Y2). Therefore, the seventh hypothesis is accepted.

The Effect of Work Ethic on Performance through Work Motivation

Based on the calculation, the path coefficient of work ethic on performance through work motivation is $0.14 + 0.21 = 0.35$, with t-values of 1.39 and 1.85,

and significance values of 0.045 and 0.026 (< 0.05). This result indicates that work ethic (X1) has a positive and significant indirect effect on performance (Y2) through work motivation (Y1). Therefore, the eighth hypothesis is accepted.

The Effect of Work Culture on Performance through Work Motivation

Work culture affects performance through work motivation with a path coefficient value of $0.09 + 0.21 = 0.30$, t-values of 1.00 and 1.85, and significance values of 0.019 and 0.026 (< 0.05). Thus, work culture (X2) has a positive and significant indirect effect on performance (Y2) through work motivation (Y1). Therefore, the ninth hypothesis is rejected.

The Effect of Organizational Support on Performance through Work Motivation

Organizational support affects performance through work motivation with a path coefficient value of $0.29 + 0.21 = 0.50$, t-values of 2.65 and 1.85, and significance values of 0.009 and 0.026 (< 0.05). This result indicates that organizational support (X3) has a positive and significant indirect effect on performance (Y2) through work motivation (Y1). Therefore, the tenth hypothesis is accepted.

Discussion

1. The Influence of Work Ethic on Work Motivation

Based on the path coefficient analysis, work ethic has a positive and significant influence on work motivation. This indicates that a work environment shaped by five key indicators—(1) hard work, (2) discipline, (3) honesty, (4) responsibility, and (5) perseverance—significantly contributes to increasing employee motivation at the Religious Court in Gorontalo Province.

In this context, hard work refers to an individual's maximum effort to achieve predetermined goals by utilizing time optimally, even when facing time constraints, distance, and other challenges. Discipline reflects adherence to both written and unwritten regulations, as well as a readiness to accept consequences in the event of violations of assigned duties and responsibilities.

Honesty is the ability of individuals to carry out their work in accordance with applicable regulations, while responsibility indicates an awareness that tasks must be completed with diligence and sincerity. Furthermore, perseverance in work is demonstrated through consistency, persistence, and seriousness in completing assigned tasks.

Thus, the higher the employees' work ethic, the greater their work motivation, which ultimately has a positive impact on the overall organizational performance.

2. The Influence of Work Culture on Work Motivation

The path coefficient analysis results show that work culture has a positive and significant influence on work motivation. This finding indicates that implementing a work culture based on three main indicators – (1) integrity, (2) professionalism, and (3) satisfaction – can enhance employee motivation at the Religious Court in Gorontalo Province.

Work culture is a system of values upheld by organizational members and manifested in work attitudes and behaviors. According to Robbins in Darmanto (2018), work culture is a value system embraced by organizational members that influences their behavior within the organization. Work culture not only reflects prevailing norms and values but also affects employees' effectiveness and productivity at work.

3. The Influence of Organizational Support on Work Motivation

Path analysis results indicate that organizational support has a positive and significant influence on work motivation. Organizational support includes aspects such as (1) the organization's attitude toward employees' ideas, (2) responsiveness to employees, and (3) employee well-being and safety.

According to Robbins and Judge in Kaswan (2017), organizational support refers to the extent to which employees believe that the organization values their contributions and cares about their well-being. Furthermore, Robbins dan Timothy (2019) state that organizations that adapt to dynamic environments can enhance employees' sense of belonging to the organization, ultimately increasing their work motivation.

4. The Influence of Work Ethic on Performance

Statistical analysis shows that work ethic has a positive and significant influence on employee performance. Work ethic is an essential aspect that drives employee productivity at the Religious Court in Gorontalo Province.

This finding aligns with previous studies by Karauwan et al. (2015), Lawu et al. (2019), and Bawelle & Sepang (2016), which indicate that work ethic significantly affects employee performance. Sinamo in Lawu et al. (2019) describes work ethic as a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, and total commitment to an integral work paradigm.

5. The Influence of Work Culture on Performance

This study finds that work culture at the Religious Court in Gorontalo Province significantly influences employee performance. This finding supports previous research by Kaesang et al. (2021), Sanjaya (2021), and Utomo (2020), which demonstrated that work culture significantly affects employee performance.

Kaesang et al. (2021) state that work culture consists of values and spirit that underlie work methods within an organization. Work culture can be formally formulated through various organizational policies and plays a role in shaping employees' attitudes and behaviors.

6. The Influence of Organizational Support on Performance

Path analysis results show that organizational support has a positive and significant influence on employee performance. This study is consistent with previous research by Metria & Riana (2018), Diah & Nugraheni (2021), and Purnami (2017), which found that organizational support can enhance employee performance.

Eisenberger in Metria & Riana (2018) states that employees who receive organizational support tend to have high loyalty and are less likely to seek job opportunities elsewhere. Additionally, organizational support can increase work motivation, ultimately leading to improved employee performance.

7. The Influence of Work Motivation on Performance

Path analysis results show that work motivation has a positive and significant influence on employee performance. This finding confirms that work motivation contributes to increasing employee productivity at the Religious Court in Gorontalo Province.

This result aligns with previous studies by Cahyono (2012), Wijaya & Andreani (2015), Anjani (2019), and Sari et al. (2022), which indicate that work motivation is a key factor in improving employee performance. High motivation encourages employees to work more optimally in achieving organizational goals.

8. The Influence of Work Ethic on Performance through Work Motivation

Path analysis results indicate that work motivation serves as a mediating variable in the relationship between work ethic and employee performance. In other words, a high work ethic, when supported by strong work motivation, can more effectively enhance employee performance.

This finding suggests that a conducive work environment and high motivation can strengthen the relationship between work ethic and employee performance at the Religious Court in Gorontalo Province.

9. The Influence of Work Culture on Performance through Work Motivation

This study finds that work culture has a positive influence on employee performance through work motivation as a mediating variable. Path analysis results show that work culture can enhance employee motivation, which ultimately has a positive impact on performance.

It can be concluded that a strong work culture, when supported by high work motivation, can improve employee effectiveness and productivity.

10. The Influence of Organizational Support on Performance through Work Motivation

Research findings show that organizational support has a positive influence on performance through work motivation as a mediating variable. Thus, employee performance improvement can be achieved through increased organizational support and employee motivation.

Organizational support plays a role in creating a conducive work environment, which ultimately enhances employee satisfaction and motivation. This finding suggests that organizations that care about employee well-being can drive optimal performance improvement.

CONCLUSION

Based on the research findings, it can be concluded that work ethic, work culture, and organizational support have a positive and significant influence on employees' work motivation at the Religious Court in Gorontalo Province. A strong work ethic, effective implementation of work culture, and optimal organizational support have been proven to enhance employees' work motivation. Furthermore, work ethic, work culture, and organizational support also have a positive and significant impact on employee performance, indicating that a conducive work environment can improve employee productivity. Work motivation itself has a positive influence on employee performance, suggesting that the higher the work motivation, the better the performance achieved. Moreover, work motivation acts as a mediating variable in the relationship between work ethic, work culture, and organizational support on employee performance. This indicates that the combination of these factors, along with high work motivation, will further strengthen the improvement of employee performance at the Religious Court in Gorontalo Province.

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