The influence of work ethic, organizational commitment, and self-actualization on employee performance at PT. Dipo Internasional Pahala Otomotif

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ABSTRACT
This study aims to evaluate the impact of work ethic, organizational commitment, and self-actualization on employee performance. The research adopts a descriptive quantitative approach, with data collection conducted through questionnaires distributed to company employees. The research sample consists of 40 employees, while validity and reliability tests involved 30 respondents. The validity and reliability tests, including the plot test, met the criteria with values exceeding 0.05 and a Cronbach's alpha greater than 0.60. Data analysis was performed using multiple linear regression. The results of the simultaneous coefficient of determination test (F-test) show an F-calculated value of 11.178, which is higher than the F-table value of 2.87, with a significance value (Sig) of 0.000, which is less than 0.05. This indicates a positive and significant influence of work ethic, organizational commitment, and self-actualization collectively on employee performance. Partially (t-test), work ethic and organizational commitment were found to have a positive and significant impact on employee performance, whereas self-actualization did not show a significant effect. Furthermore, the coefficient of determination test results reveal that the influence of work ethic, organizational commitment, and self-actualization on employee performance accounts for only 43.9%, while the remaining 56.1% is influenced by other variables.

1. Introduction

Human resources are a key element in achieving the goals and objectives of any company, as the success of an organization is highly dependent on this factor. In the current era of globalization, it is crucial for companies or organizations to have competent and qualified employees to manage operations effectively. This study was conducted at PT. Dipo International Pahala Otomotif, a company engaged in the sale of vehicles and after-sales services, including the sale of genuine spare parts, workshop services, and body repair. The research focuses on the impact of work ethic, organizational commitment, and self-actualization on employee performance at PT. Dipo International

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Pahala Otomotif, as these factors are considered vital for the sustainable development of employee performance.

The first factor, work ethic, reveals that some employees perform their duties reluctantly, such as engaging in sales activities merely to receive salary and bonuses. Their presence in the office, limited to only 2 to 3 days a week, hampers activities and diminishes overall performance. The second factor is organizational commitment. The study notes a lack of commitment among employees, as evidenced by their tendency to move to other companies offering higher salaries. This situation causes losses for the company, including the departure of quality employees and the costs and time associated with recruiting replacements. The third factor is self-actualization. The research finds that many employees lack the drive to improve their achievements and compete for higher goals. This is evident from habits of laziness and a lack of initiative in pursuing potential customers, leading to a decline in service quality and a negative impact on the company's image.

Overall, employee performance reflects the ability, skills, and results of work in fulfilling tasks and responsibilities in the workplace. However, at PT. Dipo International Pahala Otomotif, employees are not performing optimally due to lax regulations, resulting in careless work practices that affect the achievement of sales targets. Based on this background, the researcher is interested in studying "The Influence of Work Ethic, Organizational Commitment, and Self-Actualization on Employee Performance at PT. Dipo International Pahala Otomotif."

1.1. Problem Identification

Based on the background of the problem, several issues have been identified: low employee work ethic, as evidenced by employees performing tasks reluctantly; a lack of organizational commitment, as indicated by employees' desire to move to other companies offering higher salaries; the absence of motivation among many employees to enhance their achievements and compete for success; and lax regulations, leading to careless work practices that negatively impact sales target achievement.

1.2. Research Problem Formulation

Considering the background and problem identification, the research problem can be formulated as follows: What is the influence of work ethic on employee performance at PT. Dipo International Pahala Otomotif? What is the influence of organizational commitment on employee performance at PT. Dipo International Pahala Otomotif? What is the influence of self-actualization on employee performance at PT. Dipo International Pahala Otomotif? How do work ethic, organizational commitment, and self-actualization collectively influence employee performance at PT. Dipo International Pahala Otomotif?

1.3. Research Objectives

Based on the research problem formulation, the objectives of this study are to examine and analyze the influence of work ethic on employee performance at PT. Dipo International Pahala Otomotif; to examine and analyze the influence of organizational commitment on employee performance at PT. Dipo International Pahala Otomotif; to examine and analyze the influence of self-actualization on employee performance at

PT. Dipo International Pahala Otomotif; and to examine and analyze the combined influence of work ethic, organizational commitment, and self-actualization on employee performance at PT. Dipo International Pahala Otomotif.

1.4. Research Benefits

This research is expected to provide benefits to all parties who read it. The expected benefits include enhancing the researcher's knowledge and understanding, particularly regarding the influence of work ethic, organizational commitment, and self-actualization on employee performance at PT. Dipo International Pahala Otomotif. For the company, this research is expected to serve as a valuable resource for evaluating employee performance and developing strategies and positive attitudes to improve it. For Universitas Prima Indonesia, this study will contribute to the academic field and serve as a reference for future research in the Management Studies Program at the Faculty of Economics. For future researchers, this study will serve as a reference or comparison for those investigating similar issues.

2. Literature Review

2.1. Work Ethic

Work ethic, as described by Darodjat (2015:77) in Waruwu (2023), consists of a series of positive behaviors and fundamental principles that include motivation, key characteristics, fundamental enthusiasm, mindset, code of ethics, moral code, code of conduct, attitudes, aspirations, beliefs, principles, and standards that form the foundation of an individual's behavior at work. According to Sutrisno (2016:105) in Syaifora and Haznil (2023), work ethic encompasses norms that are binding and applied implicitly, as well as practices that are accepted as customary and maintained within the life of organizational members. Ginting (2016:45) in Waruwu (2023) explains that work ethic refers to the work spirit characteristic of an individual or group, based on certain ethics or work perspectives, and is manifested through determination and concrete actions in the workplace. Priansa (2018:283-284) identifies several characteristics of work ethic, including interpersonal skills, initiative, and reliability.

2.2. Organizational Commitment

Organizational commitment, according to Kasmir (2016:193) in Ariesa and Chandra (2022), refers to an employee's loyalty in adhering to company policies or regulations while working. Robbins and Judge (2018:47) in Meiliana (2021) define organizational commitment as the extent to which an employee feels connected to the organization, its goals, and desires to continue being part of it. Samsuddin (2018:61) in Lestari et al. (2022) adds that organizational commitment implies an agreement or contract to fulfill certain responsibilities or obligations. Shaleh (2018:51) identifies three indicators of organizational commitment: the willingness of employees, their loyalty, and their pride in the organization.

2.3. Self-Actualization

Self-actualization, as defined by Hendro Setiawan (2014:172), is an ongoing process where individuals make decisions that support the growth of their lives. Ahmad Dzikran (2020:32) describes self-actualization as the effort to empower oneself and life, transforming negative views into more positive perspectives. Jean Henry (2022:47) explains self-actualization as a natural drive within humans to reach their full potential. Widyanto (2014:25) lists the indicators of self-actualization as maturity in actions, positive self-adjustment, the ability to make realistic decisions, ease in making friends, high trustworthiness, and independence and creativity.

2.4. Employee Performance

Employee performance, according to Kasmir (2019:184) in Eka Wijaya and Fauji (2021), refers to the results of work and behaviors achieved in carrying out assigned tasks and responsibilities within a specified period. Adhari (2020:77) in Rita (2023) defines employee performance as the output produced from certain job functions or activities over a period, reflecting the quality and quantity of the work. Dra. Natalia E.T. Sihombing, M.Si. (2023:9) further explains that employee performance is the result of task execution by an employee during their tenure in an organization or company. According to Robbins (2016:260), performance indicators are tools to measure the extent of employee performance achievement. The indicators for measuring employee performance include work quality, quantity, timeliness, effectiveness, and independence.

2.5. Previous Research

Research conducted by Kadek Agus Artawan and Ni Luh Nurkariani (2023) examined the influence of work ethic, loyalty, and organizational culture on employee performance at Maha Surya Motor in Singaraja. The study used validity and reliability tests, multiple linear regression analysis, classical assumption tests, t-tests, F-tests, and determination analysis, finding that work ethic, loyalty, and organizational culture positively and significantly influence employee performance both partially and simultaneously. Similarly, research by Nur Laily Julianti (2018) explored the impact of job satisfaction and organizational commitment on employee performance at PT. Rina Mitra Raharja, utilizing multiple linear regression analysis, F-tests, and t-tests. The results showed that job satisfaction and organizational commitment significantly influence employee performance simultaneously, while organizational commitment alone has a significant impact, and job satisfaction does not significantly affect employee performance. Another study by David Kurniawan (2018) investigated the influence of self-actualization, recognition, and social needs on employee performance at Steven Motors. The study used multiple linear regression tests, and the results indicated that self-actualization, recognition, and social needs significantly impact employee performance both partially and simultaneously, as evidenced by significant values in the F-tests and t-tests.

2.6. The Influence of Work Ethic, Organizational Commitment, and Self-Actualization on Employee Performance

According to Desmon Ginting (2016:108), work ethic is a spirit that not only focuses on achieving performance standards but also strives to exceed them. This includes efforts

to improve previous performance achievements, objective-oriented performance, and striving to meet or surpass set targets. Wahyudi and Rendi Salam (2020:28) explain that commitment is an independent variable that has a linear relationship with performance, indicating that commitment influences work outcomes, which can be positive, less favorable, or poor, depending on the processes, treatment, and work attitudes applied. Fahmi (2015:102) discusses self-actualization, noting that each individual tends to have a drive for self-actualization, motivating them to develop their full potential optimally. Fahmi elaborates on Abraham H. Maslow's theory, which outlines five human needs arranged hierarchically: physiological needs, safety needs, social and love needs, esteem needs, and self-actualization needs. Among these, self-actualization needs are the most influential in motivating continuous achievement.

2.7. Conceptual Framework and Hypotheses

Based on the background, problem formulation, and conceptual framework, the following hypotheses are proposed (see Figure 1):
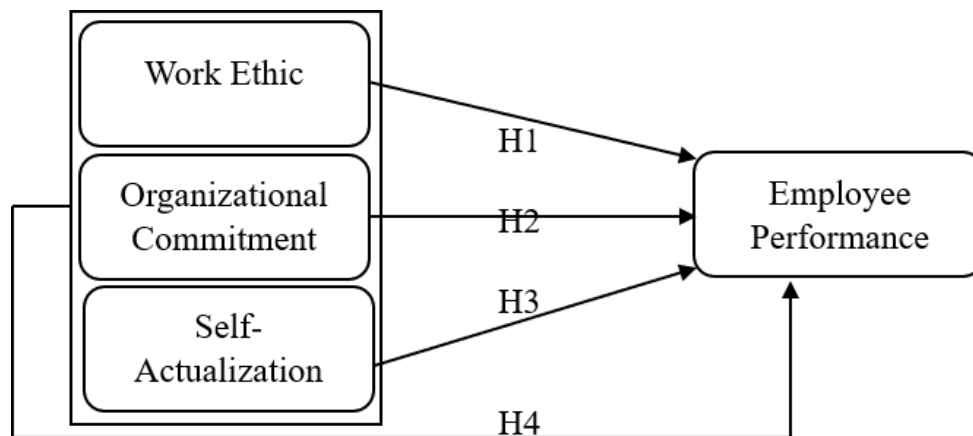

Figure 1. Research Framework

- H1: Work ethic influences employee performance at PT. Dipo International Pahala Otomotif.
- H2: Organizational commitment influences employee performance at PT. Dipo International Pahala Otomotif.
- H3: Self-actualization influences employee performance at PT. Dipo International Pahala Otomotif.
- H4: Work ethic, organizational commitment, and self-actualization collectively influence employee performance at PT. Dipo International Pahala Otomotif.

3. Research Methodology

This study was conducted at PT. Dipo Internasional Pahala Otomotif, located at Jl. H. Adam Malik No.27, Sekip, Kec. Medan Petisah, Kota Medan, North Sumatra. The

research took place from late October 2023 until completion. The research adopts a quantitative approach, which, according to Sugiyono (2017:8), is based on positivist philosophy, used to investigate a specific population or sample. Data collection was performed using research instruments, and the data were analyzed quantitatively or statistically to test the established hypotheses.

The type of research conducted is descriptive quantitative. As explained by Lehmann in Yusuf (2016:62), descriptive quantitative research aims to systematically, accurately, and thoroughly describe the facts and characteristics of a particular population or provide a detailed description of the phenomena under study. This research is explanatory in nature, as Sudaryono (2014:38) notes that explanatory research is conducted when little or no previous research has addressed the issue.

The population in this study, as defined by Kerlinger (Furchan, 2004:193), includes all sales employees working at PT. Dipo Internasional Pahala Otomotif, totaling 40 employees. The sampling method used is saturation sampling, which, according to Sugiyono (2015:68), involves taking all members of the population as the sample. This technique, also known as a census, ensures that every member of the population is included in the sample. In this study, the sample consists of all sales employees at PT. Dipo Internasional Pahala Otomotif, totaling 40 employees. For validity and reliability testing, 30 respondents were selected from the sales department of PT. Honda Arista Ringroad, located at Jl. Ringroad - Komplek OCBC No. 96 Blok B1 - B4, Kel. Asam Kumbang, Kec. Medan Selayang, Medan, North Sumatra.

Data collection in this study was conducted through several structured methods. Interviews were conducted based on the approach described by Umi Narimawati (2010:40), where questions were posed to individuals related to the research topic. Questionnaires, also defined by Narimawati (2010:40), were used as a data collection technique involving a set of written questions or statements provided to respondents for their responses. Additionally, a literature study was performed by visiting libraries to find books relevant to the discussed issues. Information obtained from the literature study is used to address related problems, with the data collected serving as a reliable source of information from experts in the field.

The data required in this research are classified into two types: primary and secondary data. According to Sugiyono (2017:137), primary data sources are those that directly provide data to the data collector. Secondary data, as defined by Soeratno and Arsyad (2003:76), are those used or published by organizations other than the one processing them.

The research variables identified in the hypotheses include the dependent variable, which is employee performance (Y), and the independent variables, which are work ethic (X1), organizational commitment (X2), and self-actualization (X3). The definitions and indicators of these variables can be seen in the following Table 1:

The instrument validity and reliability tests were conducted as part of the study. Validity testing, as Sujarweni (2014:192) describes, is used to determine the appropriateness of items within a questionnaire in defining a variable. The criteria are as follows: if rcount>rtabler_{count} > r_{table}rcount>rtable, the question is deemed valid; if rcount<rtabler_{count} < r_{table}rcount<rtable, the question is considered invalid. Reliability testing, according to Ghozali (2016:47), measures the consistency of a questionnaire as an indicator of a variable or construct. The reliability criterion is set at an Alpha value > 0.60, indicating that the instrument is reliable.

The study also includes classical assumption testing, which, as described by Ghozali (2019:101), involves tests for multicollinearity, heteroscedasticity, and normality to identify potential deviations. The normality test, as outlined by Sujarweni (2014:52),

Table 1. Measurements

Variable	Deftnition	Indicator	Measurement Scale
Work Ethic (X1)	Work ethic refers to norms that are binding and implicitly applied, as well as practices accepted as customary and maintained within an organization's life.	1) Interpersonal skills 2) Initiative 3) Reliability	Likert Scale
Organizational Commitment (X2)	Organizational commitment implies an agreement or contract to fulfill certain responsibilities or obligations.	1) Employee willingness 2) Employee loyalty 3) Employee pride in the organization	Likert Scale
Self-Actualization (X3)	Self-actualization is a natural drive within humans to achieve their best potential.	1) Positive self-adjustment 2) Ease in making friends 3) High trustworthiness	Likert Scale
Employee Performance (Y)	Employee performance refers to the results and behaviors achieved in performing assigned tasks and responsibilities within a specific period.	1) Work quality 2) Quantity 3) Timeliness	Likert Scale

assesses the distribution of data within a variable. Data are considered appropriate for research if they exhibit a normal distribution. This can be evaluated using statistical tests, such as the Kolmogorov-Smirnov test, and graphical methods like histograms and normal probability plots. Multicollinearity testing, according to Sujarweni (2014:185), checks for similarities between independent variables in a model, with a tolerance value > 0.1 and VIF > 10 indicating no multicollinearity. Heteroscedasticity testing, as Sujarweni (2014:186) notes, aims to identify differences in the variance of residuals across observations. The presence of heteroscedasticity is tested using scatter plots and statistical methods like the Glejser test.

The data analysis model employed in this research is multiple linear regression, designed to test the research objectives and hypotheses. The model is described by the following equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where Y represents employee performance, X_1 represents work ethic, X_2 represents organizational commitment, X_3 represents self-actualization, a is the constant, $b_{1,2,3}$ are the regression coefficients, and e is the standard error.

The coefficient of determination (R^2), as described by Sujarweni (2015:164), is used to assess the percentage of changes in the dependent variable (Y) explained by the independent variables (X). A smaller R^2 value indicates a lower percentage of changes in the dependent variable attributable to the independent variables. Hypothesis testing is conducted using the F-test for simultaneous testing and the t-test for partial testing. According to Sunyoto (2013:137), the F-test determines the joint influence of independent variables on the dependent variable. The t-test, as explained by Sunyoto (2013:135-136), assesses the significance of individual independent variables' influence on the dependent variable. The decision criteria are based on comparisons between calculated and critical values, with acceptance or rejection of the null hypothesis determined by the significance level.

4. Results and Discussion

4.1. Descriptive Statistics

The following Table 2 presents the descriptive statistics of the respondents' minimum, maximum, mean, and standard deviation responses:

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Ethic	40	13	30	20.00	3.494
Organizational Commitment	40	16	30	21.10	3.350
Self-Actualization	40	12	30	18.95	3.644
Employee Performance	40	15	30	20.85	3.606
Valid N (listwise)	40				

Based on Table 2, the analysis of the variables using a sample of 40 respondents is as follows: For the Work Ethic variable, the minimum score is 13, the maximum score is 30, with a mean of 20.00, and a standard deviation of 3.494. For the Organizational Commitment variable, the minimum score is 16, the maximum score is 30, with a mean of 21.10, and a standard deviation of 3.350. For the Self-Actualization variable, the minimum score is 12, the maximum score is 30, with a mean of 18.95, and a standard deviation of 3.644. For the Employee Performance variable, the minimum score is 15, the maximum score is 30, with a mean of 20.85, and a standard deviation of 3.606.

4.2. Instrument Testing Results

4.2.1. Work Ethic Validity and Reliability Testing

The validity test aims to determine the accuracy of a questionnaire. An item is considered valid if the calculated r-value (r_statistics) is greater than the critical r-value (r_table) at a significance level of 95% or $α = 0.05$. The following are the validity test results for the items in the work ethic questionnaire:

Table 3. Validity Work Ethic Variable

NO	R Statistics	R Table	Information
1	0.445	0.361	Valid
2	0.626	0.361	Valid
3	0.800	0.361	Valid
4	0.536	0.361	Valid
5	0.363	0.361	Valid
6	0.736	0.361	Valid

Based on Table 3, it is evident that all six questions in the questionnaire are valid, as they meet the criterion of r_statistic > r_table (0.361). Therefore, these six questions can be used as valid indicators for the Work Ethic variable in this study and are suitable for data collection. For reliability testing, Cronbach's Alpha formula is used, with the criterion that a measurement tool is considered reliable if the alpha value is greater than 0.60. This reliability test was applied to the six questions that have already been validated. The reliability of the questionnaire items for the Work Ethic variable is detailed in the following Table 4:

Based on Table 4, the reliability test results for the Work Ethic questionnaire, using Cronbach's Alpha formula, show a value of 0.619. This value exceeds the threshold of 0.60, indicating that the six questions in the questionnaire are reliable. Thus, these

Table 4. Reliability Work Ethic Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
0.619	6

six questions can be used as dependable indicators for the Work Ethic variable in this study and are suitable for data collection.

4.2.2. Organizational Commitment Validity and Reliability Testing

The validity test is used to measure whether a questionnaire is valid or not. An item is considered valid if r_statistic > r_table at a significance level of 95% or α = 0.05. The validity test results for the items in the Organizational Commitment questionnaire are as follows:

Table 5. Validity Organizational Commitment Variable

NO	R Statistics	R Table	Information
1	0.772	0.361	Valid
2	0.608	0.361	Valid
3	0.446	0.361	Valid
4	0.756	0.361	Valid
5	0.695	0.361	Valid
6	0.398	0.361	Valid

Based on Table 5, it can be seen that all six questions in the questionnaire are valid, as they meet the criterion of r_hitung > r_tabel (0.361). Therefore, these six questions in the research questionnaire can be used as valid indicators for the Organizational Commitment variable and are suitable for data collection in this study.

For reliability testing, Cronbach's Alpha formula is used, with the criterion that a questionnaire is considered reliable if the alpha value is greater than 0.60. The reliability test was conducted on the six validated questions. The reliability of the questionnaire items for the Organizational Commitment variable is presented in the following table:

Table 6. Reliability Organizational Commitment Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
0.653	6

Based on Table 6, the reliability test results for the Organizational Commitment questionnaire, using Cronbach's Alpha formula, show a value of 0.653, which is higher than the threshold of 0.60. Thus, it can be concluded that the six questions in this questionnaire are reliable indicators for the Organizational Commitment variable and can be used in the data collection process.

4.2.3. Self-Actualization Validity and Reliability Testing

The validity test is used to measure whether a questionnaire is valid or not. An item is considered valid if r_statistic > r_table at a significance level of 95% or α = 0.05. The validity test results for the items in the Self-Actualization questionnaire are as follows:

Table 7. Validity Self-Actualization Variable

NO	R Statistics	R Table	Information
1	0.471	0.361	Valid
2	0.628	0.361	Valid
3	0.408	0.361	Valid
4	0.792	0.361	Valid
5	0.460	0.361	Valid
6	0.728	0.361	Valid

Based on Table III.6, it can be seen that all six questions in the questionnaire are valid, as they meet the criterion of r_hitung > r_tabel (0.361). Therefore, these six questions in the research questionnaire can be used as valid indicators for the Self-Actualization variable and are suitable for data collection in this study.

The reliability test for the Self-Actualization questionnaire was conducted using Cronbach's Alpha formula, with the criterion that a measurement tool is considered reliable if the alpha value is greater than 0.60. The reliability of the questionnaire items for the Self-Actualization variable is shown in the following table:

Table 8. Reliability Self-Actualization Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
0.624	6

Based on Table 8, it is evident that the reliability test results for the Self-Actualization questionnaire, using Cronbach's Alpha formula, show a value of 0.624, which is greater than 0.60. Thus, it can be concluded that the six questions in this research questionnaire can be used as reliable indicators for the Self-Actualization variable and are suitable for data collection in this study.

4.2.4. Employee Performance Validity and Reliability Testing

The validity test is used to measure whether a questionnaire is valid or not. An item is considered valid if r_statistic > r_table at a significance level of 95% or $\alpha = 0.05$. The validity test results for the items in the Employee Performance questionnaire are as follows:

Table 9. Validity Employee Performance Variable

NO	R Statistics	R Table	Information
1	0.784	0.361	Valid
2	0.436	0.361	Valid
3	0.750	0.361	Valid
4	0.367	0.361	Valid
5	0.736	0.361	Valid
6	0.434	0.361	Valid

Based on Table III.8, it can be seen that all six questions in the questionnaire are valid, as they meet the criterion of r_hitung > r_tabel (0.361). Therefore, these six questions in the research questionnaire can be used as valid indicators for the Employee Performance variable and are suitable for data collection in this study. The reliability test for the Employee Performance questionnaire was conducted using Cronbach's Alpha formula, with the criterion that a measurement tool is considered reliable if the alpha value is greater than 0.60. The reliability of the questionnaire items for the

Employee Performance variable is detailed in the following table:

Table 10. Reliability Employee Performance Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
0.610	6

Based on Table 10, it can be seen that the reliability test results for the Employee Performance questionnaire, using Cronbach's Alpha formula, show a value of 0.610, which is greater than 0.60. Therefore, it can be concluded that the six questions in this research questionnaire can be used as reliable indicators for the Employee Performance variable and are suitable for data collection in this study.

4.3. Classical Assumption Tests

4.3.1. Normality Test

In regression data analysis, it is important to ensure that the data meet the normal distribution criteria. To determine whether the data follow a normal distribution, a normality test is required. In this study, the normality test was conducted using the Kolmogorov-Smirnov test, analyzed through SPSS version 23. The conclusion on whether the data are normally distributed is based on the significance value. Data are considered normally distributed if the Sig. or normal significance value or probability is greater than 0.05.

Table 11. Kolmogorov-Smirnov

Unstandardized Residual	
N	40
Normal Parametersa,b	
Mean	0.0000000
Std. Deviation	2.59459004
Most Extreme Differences	
Absolute	0.083
Positive	0.068
Negative	-0.083
Test Statistic	0.083
Asymp. Sig. (2-tailed)	0.200c,d

Based on Table 11, it can be seen that the normal significance value of this data is 0.200. This value is greater than 0.05, leading to the conclusion that the data used in this study are normally distributed. In addition to the table above, the normality test can also be observed through the P-P Plot and Histogram graphs of the normality test results, as presented below:

Based on Figure 2, the P-P Plot graph shows that the data are spread around and follow the direction of the diagonal line. This indicates that the data distribution in this study is normal.

Based on Figure 3, the histogram graph shows that the data distribution is spread within the normal curve area, indicating that the research data are normally distributed based on the histogram of the normality test results.
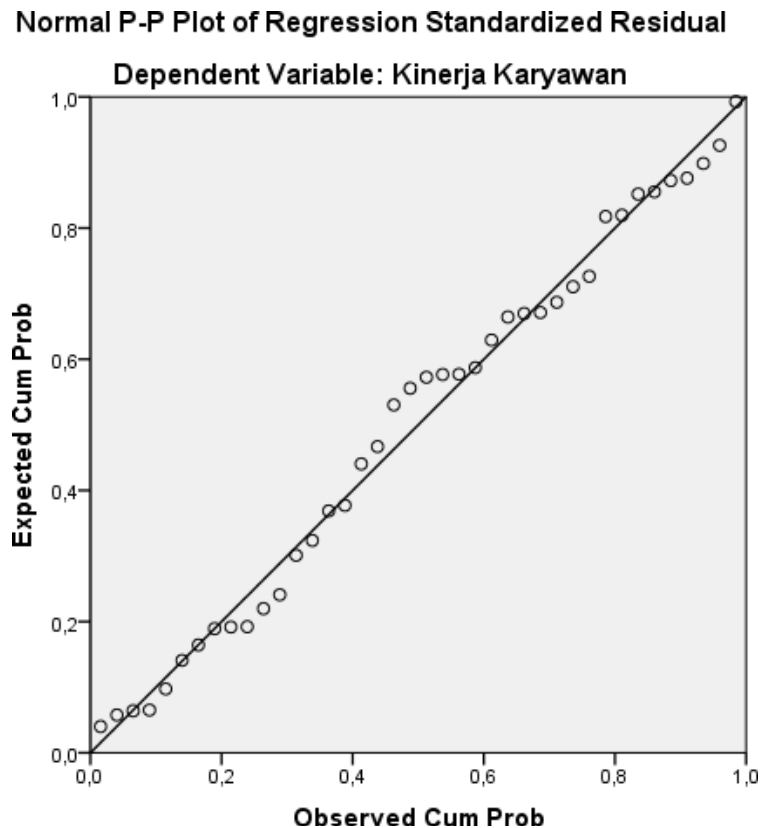
Figure 2. P-Plot

4.3.2. Multicollinearity Test

The multicollinearity test aims to identify the correlation among independent variables in the regression model. An ideal regression model should not show correlation among the independent variables. To determine the presence of multicollinearity, tolerance value or variance inflation factor (VIF) values are examined. The criterion used is the absence of multicollinearity if the tolerance value is greater than 0.10 or the VIF is less than 10. The multicollinearity test results are as follows:

Table 12. Variance Inflation Factors (VIF)

Model	Collinearity Statistics
	Tolerance
(Constant)	
Work Ethic	0.738
Organizational Commitment	0.646
Self-Actualization	0.791

Based on Table 12, the tolerance value for the Work Ethic variable is 0.738, which exceeds the threshold of 0.10. The tolerance value for the Organizational Commitment variable is 0.646, also greater than 0.10. Meanwhile, the tolerance value for the Self-Actualization variable is 0.791, which is also greater than 0.10. The VIF values for the Work Ethic, Organizational Commitment, and Self-Actualization variables are 1.356, 1.549, and 1.264, respectively, all below 10. Therefore, it can be concluded that there
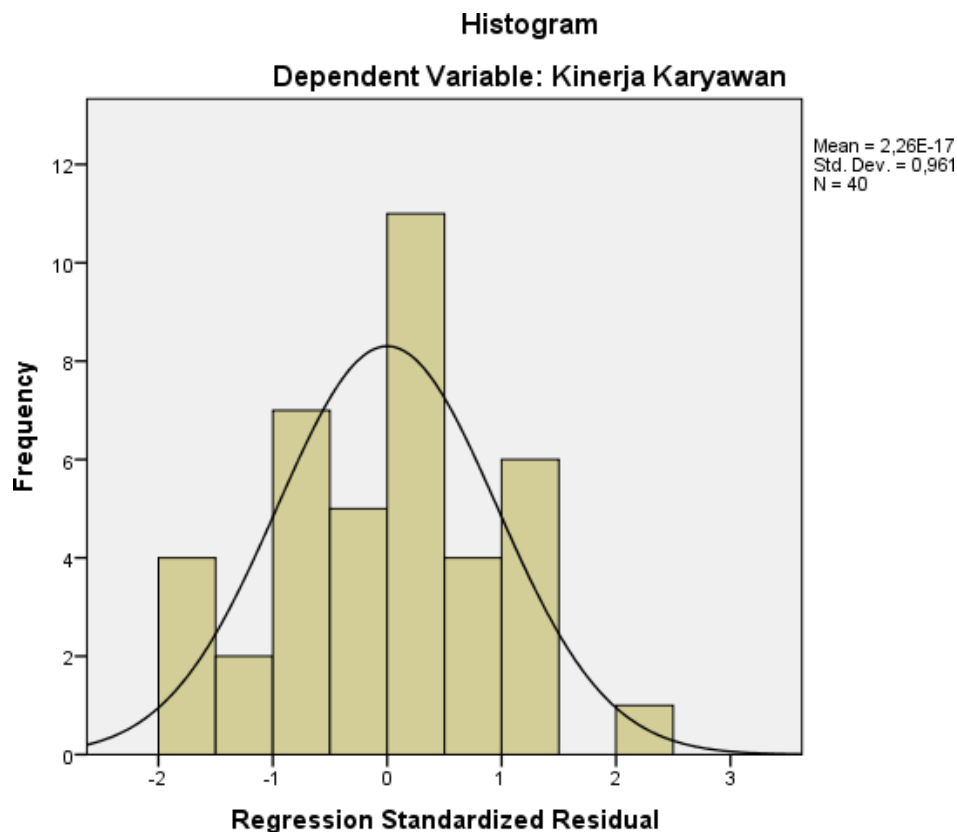
Histogram

Dependent Variable: Kinerja Karyawan

Mean = 2,26E-17
Std. Dev. = 0,961
N = 40

Figure 3. Histogram

is no multicollinearity among the three independent variables.

4.3.3. Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is an inequality of residual variance between observations in a regression model. A good regression model should not show heteroscedasticity. To determine whether the data in this study experience heteroscedasticity, the Glejser Test was conducted using SPSS version 23.

Based on the scatterplot graph in Figure 4, it can be seen that the points are spread without a clear pattern, both above and below the zero line on the Y-axis and are not clustered in any particular area. This indicates that heteroscedasticity does not occur in the data. To ensure whether heteroscedasticity occurs in the research data, the significance values must be examined. The criterion is the absence of heteroscedasticity if the Sig. or probability value is greater than 0.05.

Based on Table 13, it can be seen that the Sig value for the Work Ethic variable is 0.515, which is greater than 0.05. The Sig value for the Organizational Commitment variable is 0.775, which is also greater than 0.05. Meanwhile, the Sig value for the Self-Actualization variable is 0.837, which is greater than 0.05. Therefore, based on the above data, it can be concluded that heteroscedasticity does not occur in the research data.
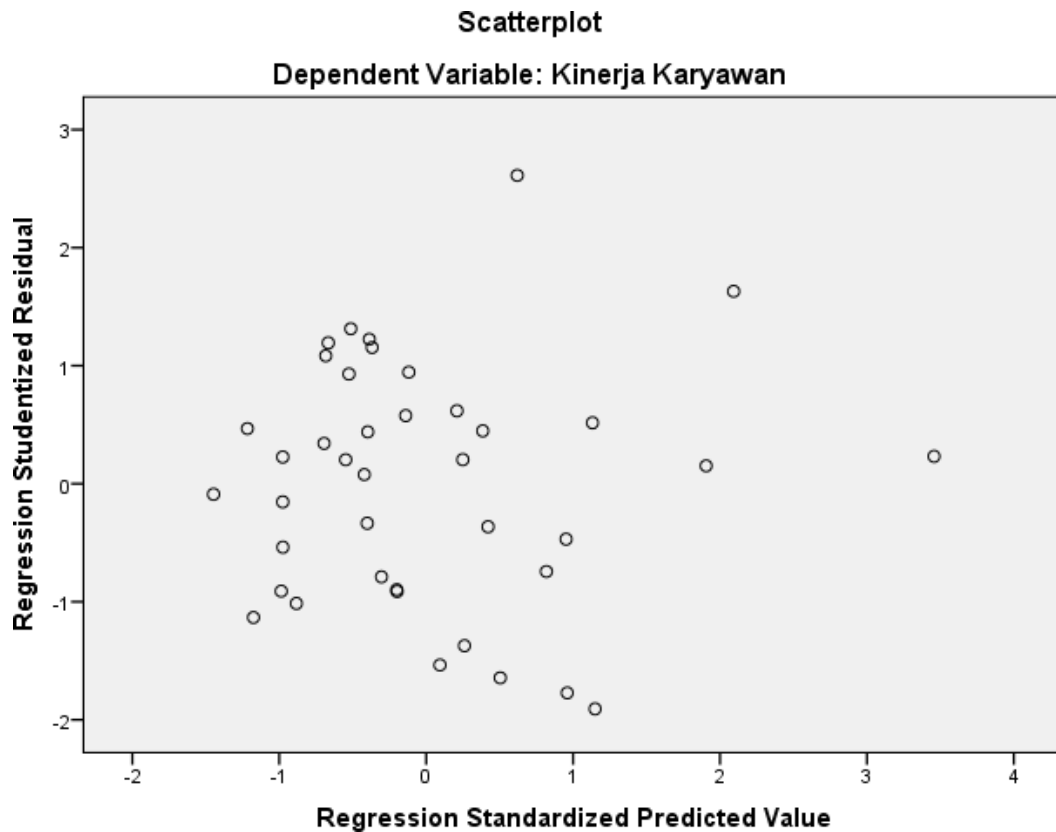
Figure 4. Scatterplot

Table 13. Heteroscedasticity

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	0.806		0.451	0.655
Work Ethic	0.053	0.126	0.658	0.515
Organizational Commitment	0.026	0.059	0.288	0.775
Self-Actualization	-0.015	-0.038	-0.207	0.837

4.4. Multiple Linear Regression Test

The multiple linear regression test is used to understand the relationship between several independent variables and the dependent variable. The following are the results of the multiple linear regression calculations using SPSS version 23:

Table 14. Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	2.740		0.854	0.399
Work Ethic	0.395	0.383	2.740	0.009
Organizational Commitment	0.366	0.340	2.281	0.029
Self-Actualization	0.131	0.132	0.981	0.333

$$Y = 2.740 + 0.395X1 + 0.366X2 + 0.131X3$$

The interpretation of the above in table 14 regression is as follows: a. The constant value (a) of 2.740 with a positive relationship direction indicates that if all independent variables, namely Work Ethic, Organizational Commitment, and Self-Actualization, are zero, the Employee Performance at PT. Dipo International Pahala Otomotif would be 2.740. b. The Work Ethic coefficient of 0.395 shows a positive relationship. This means that if Work Ethic increases by one unit, Employee Performance will increase by 0.395 units, assuming other variables remain constant. c. The Organizational Commitment coefficient of 0.366 shows a positive relationship. This means that every one-unit increase in Organizational Commitment will result in a 0.366-unit increase in Employee Performance, with other independent variables remaining constant. d. The Self-Actualization coefficient of 0.131 shows a positive relationship. This means that a one-unit increase in Self-Actualization will result in a 0.131-unit increase in Employee Performance, with other independent variables remaining constant.

4.5. Hypothesis Testing Results

4.5.1. t-Test

The t-test or partial hypothesis testing is used to determine whether there is a significant partial effect of the independent variables on the dependent variable. In this study, the calculated t-value (t_statistic) will be compared with the critical t-value (t_table) at a significance level (α) = 5%. The hypothesis testing using the t-test is as follows:

Table 15. t-Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	2.740		0.854	0.399
Work Ethic	0.395	0.383	2.740	0.009
Organizational Commitment	0.366	0.340	2.281	0.029
Self-Actualization	0.131	0.132	0.981	0.333

Based on Table 15, it can be seen that:

For the Work Ethic variable, the calculated t-value is 2.740, which is greater than the critical t-value of 2.02809. Additionally, the Sig value for Work Ethic is 0.009, which is less than 0.05. This indicates that Work Ethic has a positive and significant effect on Employee Performance. For the Organizational Commitment variable, the calculated t-value is 2.281, which is greater than the critical t-value of 2.02809. The Sig value for Organizational Commitment is 0.029, which is also less than 0.05. This means that Organizational Commitment has a positive and significant effect on Employee Performance. For the Self-Actualization variable, the calculated t-value is 0.981, which is less than the critical t-value of 2.02809. The Sig value for Self-Actualization is 0.333, which is greater than 0.05. This indicates that Self-Actualization does not have a significant positive effect on Employee Performance.

4.5.2. F-Test

The F statistical test or simultaneous hypothesis testing is primarily used to determine whether all independent variables included in the model simultaneously affect the dependent variable.

Table 16. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	244.556	3	81.519	11.178	0.000b
Residual	262.544	36	7.293		
Total	507.100	39			

Based on Table 16, the calculated F-value is 11.178. This value is greater than the critical F-value of 2.87. The Sig value is 0.000, which is less than 0.05. This means that Work Ethic, Organizational Commitment, and Self-Actualization collectively have a positive and significant effect on Employee Performance.

4.6. Coefficient of Determination (R^2) Test Results

The coefficient of determination is used to measure the extent to which the model can explain the dependent variable by considering the Adjusted R Square value. If the R^2 value is higher, it indicates that the percentage of influence of the independent variables on the dependent variable is greater. Conversely, if the R^2 value is lower, the percentage of influence of the independent variables on the dependent variable becomes smaller.

Table 17. Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.694a	0.482	0.439	2.701

Based on Table 17, the Adjusted R Square value is 0.439. This means that the influence of the independent variables (Work Ethic, Organizational Commitment, and Self-Actualization) on the dependent variable (Employee Performance) is 43.9%, while the remaining 56.1% is influenced by other variables not examined in this study, such as leadership, work stress, work motivation, and others.

5. Discussion

The impact of work ethic on employee performance at PT. Dipo Internasional Pahala Otomotif was found to be significant, as evidenced by the t-value exceeding the critical value (2.740 > 2.02809) and a significance value (Sig) of 0.009, which is less than 0.05. This indicates a positive and significant partial effect of work ethic on employee performance. According to Desmon Ginting (2016), work ethic is not merely about meeting performance standards but also about striving to exceed them. It involves continuous improvement, objective achievement, and an effort to surpass established targets. This finding aligns with the study by Kadek Agus Artawan and Ni Luh Nurkariani (2023), which demonstrated that work ethic has a positive and significant effect on employee performance both individually and collectively. For PT. Dipo Internasional Pahala Otomotif, it is crucial to enhance and sustain the work ethic among employees by fostering stronger relationships between employees, supervisors, and customers, which can lead to better overall performance. However, this study also reveals that many employees have not yet fully embraced the principles and morals in customer service, leading to miscommunication and dishonesty. Therefore, it is essential for each employee to develop a strong work ethic, making them reliable assets for both the company and its customers.

Regarding the impact of organizational commitment on employee performance at PT. Dipo Internasional Pahala Otomotif, the results showed that organizational commitment also has a significant positive effect, as indicated by a t-value greater than the critical value (2.281 > 2.02809) and a significance value of 0.029, which is less than 0.05. According to Wahyudi and Rendi & Salam (2020), commitment is an independent variable that has a linear relationship with performance. As such, commitment influences work outcomes, whether they are positive, mediocre, or negative, depending on the processes, treatment, and work attitudes applied. This finding is consistent with the study by Nur Laily Julianti (2018), which found that organizational commitment positively and significantly affects employee performance both individually and collectively. For PT. Dipo Internasional Pahala Otomotif, it is important to strengthen organizational commitment among employees by providing adequate facilities and opportunities for self-expression in their work. A strong organizational commitment can help the company maintain its presence. However, this study also found that some employees still regard responsibility as a less important aspect of their job. Therefore, fostering a strong organizational commitment is essential to ensuring that each employee remains a valuable member of the company.

In contrast, the study found that self-actualization does not have a significant positive impact on employee performance at PT. Dipo Internasional Pahala Otomotif, as the t-value was less than the critical value (0.981 < 2.02809) and the significance value was 0.333, which is greater than 0.05. According to Fahmi (2015), every individual tends to have an intrinsic drive for self-actualization, which motivates them to fully develop their potential. However, this finding differs from the results of a study by David Kurniawan (2018), which showed that self-actualization has a positive and significant impact on employee performance at Steven Motors. Nevertheless, the simultaneous results of this study are consistent with Kurniawan's findings, showing significant values from all three independent variables supporting the hypothesis. For PT. Dipo Internasional Pahala Otomotif, it is recommended to encourage employees in the process of self-actualization by creating a positive work environment and providing motivation. Jean Henry (2022) defines self-actualization as a natural drive within humans to achieve their best potential. However, this study found that many employees still struggle to establish good relationships with potential customers. Therefore, it is important for each employee to recognize the significance of self-actualization, as it can enhance and sustain their performance within the company.

6. Conclusions and Recommendations

The conclusions drawn from this study are as follows: First, work ethic has a positive and significant impact on employee performance at PT. Dipo Internasional Pahala Otomotif. Second, organizational commitment also positively and significantly influences employee performance at the company. Third, self-actualization does not show a significant positive impact on employee performance at PT. Dipo Internasional Pahala Otomotif. Finally, the three variables—work ethic, organizational commitment, and self-actualization—collectively influence employee performance at PT. Dipo Internasional Pahala Otomotif. The Adjusted R Square value of 0.439 indicates that these three variables explain 43.9% of the variation in employee performance, while the remaining 56.1% is explained by other factors not included in this study, such as culture, work stress, leadership, and others.

Based on these findings, the following recommendations are proposed: Researchers

should continue to explore other factors influencing employee performance. The company should focus on enhancing employee performance by emphasizing work ethic, organizational commitment, and self-actualization. The Management Program at the Faculty of Economics, Universitas Prima Indonesia, is encouraged to use this research as a reference for future studies related to the variables examined in this study. Future researchers are advised to further investigate the influence of work ethic, organizational commitment, and self-actualization on employee performance, possibly by studying different types of companies and incorporating additional influential factors such as culture, work stress, leadership, and others.

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