



## Leadership, Work Ethic and Organizational Commitment in Shaping Employee Achievement at Muhammadiyah Mahakarya Aceh University

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### ARTICLE INFO

Keywords: Leadership, Work Ethic, Organizational Commitment, Work Achievement, Indonesia

*Received : 7, October*

*Revised : 20, November*

*Accepted: 30, December*

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### ABSTRACT

This study aims to analyze how leadership and work ethic influence employee performance through organizational commitment as an intervening variable. The research location was conducted at Muhammadiyah University Mahakarya Aceh. The method used is a quantitative method, the population in this study were employees of Muhammadiyah University Mahakarya Aceh, the sampling method used saturated sampling where the entire population is a sample of 44 people who are educational staff. The results of the study indicate that leadership has a positive effect on work performance and leadership has a positive effect on organizational commitment, furthermore, work ethic also has a positive effect on employee performance and work ethic has a positive effect on organizational commitment, in addition, organizational commitment also has a positive effect on employee performance. However, organizational commitment has a negative effect on leadership and work ethic as intervening variables

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## **INTRODUCTION**

Human resources play a vital role in organizations as they underpin both the establishment and the effective functioning of organizational activities in alignment with strategic objectives. In the absence of capable human resources, organizations encounter significant challenges in achieving their goals efficiently. Consequently, organizations place substantial emphasis on human capital to enhance work efficiency and overall effectiveness. Organizational performance is inherently linked to individual performance, as employees' contributions directly determine the organization's strength and success. The attainment of organizational objectives is facilitated by positive employee performance; conversely, ineffective performance hinders organizational progress, particularly when employees fail to meet the performance standards and job requirements set by the organization (Kamil Hafidzi et al., 2023).

Achieving organizational goals is highly dependent on the role of HR. HR is not only the primary driver but also responsible for formulating and managing the organization's vision. A company's success in achieving operational effectiveness is largely determined by optimal HR management. To ensure the company continues to operate efficiently, steps such as recruitment, selection, and retention of HR must be implemented strategically. Good HR management is key to a company's success. Conversely, if HR lacks commitment to the organization, the company's effectiveness can decline drastically.

Organizational commitment emphasizes the loyalty of employees. Therefore, organizations need highly loyal human resources to achieve organizational goals effectively and efficiently. Regardless of gender, age, education, position, social status, and so on, commitment is a common characteristic. Accepting and believing in the goals and values of the organization, being willing to advance the organization by using all of one's abilities, and having a strong desire to remain in the organization are three factors that indicate the involvement of individuals and their organizations in committing to their organization. A major problem for an organization will arise if there are members or employees who have low commitment to the organization.

However, in practice, it has been found that the level of commitment of most employees is suboptimal. A low willingness to exert extra effort at work indicates problems with motivation and loyalty to the organization. This situation impacts organizational productivity and effectiveness and creates new challenges in retaining quality human resources. Factors such as ineffective leadership, minimal recognition, and a lack of satisfaction with the work environment exacerbate this situation. Furthermore, employee work ethic remains weak. A decline in the quality, quantity, and collaboration of work indicates problems with dedication and a sense of responsibility. A leadership style that is unable to inspire and provide clear direction is one cause of the decline in work morale. The combination of weak organizational commitment, ineffective leadership, and a declining work ethic directly contributes to the decline in employee performance at UMMAH, necessitating a comprehensive improvement strategy so that the organization can develop as expected.

The importance of HR in achieving organizational goal, especially in the Muhammadiyah Mahakarya University of Aceh (UMMAH) environment, several indicators for assessing employee perceptions of organizational commitment and work ethic can be identified.

Regarding employee commitment, observations revealed disciplinary violations, such as being absent from work without permission and extending breaks. Furthermore, some employees showed up in the morning only to complete the fingerprint attendance check and then left the office. This indicates a lack of employee commitment. Commitment means fulfilling obligations, responsibilities, and promises, so employee actions have limits (Andry, 2019).

Weak employee commitment is due to the dominant influence of leadership factors. Success in improving work performance is determined by the leadership's ability to coordinate, create cooperative relationships, and direct subordinates to move towards achieving goals. At Muhammadiyah University Mahakarya Aceh, the leadership phenomenon is characterized by a lack of leadership coaching and supervision. Leadership supervision needs to be carried out daily and is expressed in the form of an evaluation forum that should be held at least once a month. Currently, Muhammadiyah University Mahakarya Aceh holds evaluation forums every six months or once a semester. The performance evaluation forum is one of the important actions of the leadership, because direct superiors can see the daily work of employees so that it is assessed more rationally and helps in assessing the performance of their subordinates.

A strong work ethic will strengthen organizational commitment, which includes emotional attachment, willingness to persevere, and a sense of moral responsibility for the organization. Observations revealed that employees use work facilities such as computers and the internet for gaming and accessing social media during work hours. This indicates that employee work ethic is still low, impacting employee commitment and work performance. Employees with a strong work ethic are reflected in their positive behavior. However, at Muhammadiyah Mahakarya University, Aceh, some employees exhibit indiscipline that does not align with the expected attitude and dedication.

## **LITERATURE REVIEW**

### **Organizational Commitment**

According to (Ria Mardiana Yusuf & Darman Syarif, 2018), Organizational commitment has consistently attracted the attention of both organizational practitioners and scholars, particularly those concerned with human behavior in organizational settings (Yusuf & Syarif, 2018). Mardiyana et al. (2019) define organizational commitment as a psychological state in which employees identify with and support their organization, accompanied by a strong intention to remain members in order to contribute to the achievement of organizational goals.

### **Employee Performance**

According to (Nasution & DR, 2017), employee performance is the results of a process that is measured and measured over a period of time based on

previously established provisions or agreements. Employee performance reflects an employee's skills in a specific job, which results in rewards from the company.

### **Leadership**

The concept of leadership originates from the term *pimpin*, which refers to directing, nurturing, organizing, guiding, and influencing others. Leadership entails both material and moral responsibilities for ensuring the successful performance of subordinates. Consequently, leadership is a complex role that requires specific competencies, as individuals possess varying levels of leadership ability. According to Hersey and Blanchard (as cited in Sunyoto, 2017), leadership is defined as an individual's effort to influence the behavior of a group. Such influence is directed toward achieving personal objectives, the goals of colleagues, or shared organizational goals, which may align or differ across individuals and organizational contexts.

### **Work Ethic**

Etymologically, (Map et al., 2019), "Ethos" comes from the Greek word "ethos," meaning character, moral disposition, customs, or habits. As a subject, ethos refers to ethics, which relates to the concepts held by individuals or groups to assess whether their actions are right or wrong, good or bad.

Leadership has an impacts influence on organizational commitment, as a leader's style and effectiveness can determine the level of employee loyalty and dedication. Leaders who provide clear direction, demonstrate concern for employee well-being, and create a positive employee environment will increase employee engagement with the organization. Role modelling, effective communication, and the leader's ability to inspire employees to achieve shared goals also contribute to strengthening their belief in the organization's values and vision. When employee feels valued and supported by their leaders, they tend to have a higher level of commitment to the organization, which in turn positively impacts productivity, loyalty, and overall organizational success (Liu et al., 2022)

**H1:** Leadership is suspected to have an influence on Organizational Commitment.

Work ethic plays a crucial role in shaping organizational commitment, as the values it embodies—such as dedication, responsibility, honesty, and discipline—encourage employees to become more engaged and make meaningful contributions to the organization. Employees with a strong work ethic are more likely to perform their duties conscientiously, uphold integrity, and demonstrate loyalty, thereby reinforcing their sense of belonging and alignment with organizational values and objectives. This alignment ultimately enhances organizational commitment. In contrast, a weak work ethic may erode employees' emotional attachment to the organization, diminish motivation, and reduce loyalty, which in turn negatively affects the overall level of organizational commitment (Zahid et al., 2022)

**H2:** Work ethic is suspected to have an influence on Organizational Commitment.

Leadership has a influence on employee performance within an organization. An effective leadership style can create a conducive work environment, motivate employees, and provide clear direction toward

organizational goals. Leaders who communicate well, provide support, and inspire their employees can increase employee morale and a sense of responsibility for assigned tasks. Furthermore, fair leadership and the ability to recognize individual potential will encourage employees to achieve optimal performance. By creating trust and harmonious relationships, good leadership not only influences individual productivity but also encourages the achievement of overall organizational goals (El-Deeb et al., 2022)

**H3:** Leadership is suspected to have an influence on Employee Performance.

Work ethic has a significant influence on job performance because it reflects the attitudes, values, and principles that drive a person to work productively and with quality. Employees with a strong work ethic tend to demonstrate responsibility, discipline, perseverance, and commitment in completing their tasks. This results in increased efficiency, accuracy, and innovation at work. Furthermore, a strong work ethic creates a positive work environment, motivates individuals to achieve higher targets, and contributes to the achievement of organizational goals. Therefore, a strong work ethic can be a key factor driving employee success and improving work performance (Voinea et al., 2020)

**H4:** It is suspected that work ethic influences Employee Performance.

Organizational commitment has a significant impacts on employee performance. Employees with a high level of organizational commitment tend to be more loyal, motivated, and enthusiastic in carrying out their duties. They have a deep awareness of the organizations goal then values, thus striving to make maximum contributions to achieve shared success. This commitment also encourages employees to maintain consistency in their performance, even under pressure or challenges. Conversely, low organizational commitment can lead to a lack of motivation, decreased productivity, and increased potential for employee turnover. Therefore, strengthening organizational commitment is a strategic step in improving work performance and driving overall organizational success (Mohamad Ariff et al., 2024)

**H5:** Organizational Commitment is suspected to have an effect on Employee Performance.

Leadership plays a crucial role in improving employee performance, particularly through its influence on organizational commitment. Effective leaders are able to create an inspiring work environment, provide clear direction, and encourage active employee participation. This builds employee trust and loyalty to the organization, which is reflected in their commitment. Organizational commitment acts as an intervening factor that strengthens the relationship between leadership and job performance. When employees feel emotionally and professionally connected to the organization, they tend to be more motivated to work hard, demonstrate high dedication, and achieve optimal performance. Thus, good leadership not only directly influences employees but also through increasing their commitment to the organization, which ultimately contributes to better job performance.

**H6:** It is suspected that there is an effect of leadership on job performance, with organizational commitment as an intervening factor.

Work ethic has a significant influence on job performance, especially when mediated by organizational commitment. Work ethic, which encompasses a positive attitude toward tasks, discipline, responsibility, and integrity, can directly improve individual performance. However, its impact is even greater if employees have a strong commitment to the organization. Organizational commitment acts as a connecting factor that strengthens this relationship, as employees who demonstrate loyalty and a sense of responsibility toward organizational goals tend to consistently apply their work ethic. With strong commitment, employees' motivation to work hard to achieve the best results increases, thus achieving optimal work performance. In this context, work ethic serves as the foundation, while organizational commitment serves as a catalyst that drives superior performance (Bätae et al., 2021)

**H7:** It is suspected that there is an influence of work ethic on Employee Performance, with organizational commitment as an intervening factor.

## **METHODOLOGY**

This study selected two types of quantitative research: associative (correlational) research and explanatory research, which aligns with Sugiyono (2021).

This research took place at Muhammadiyah Mahakarya University, Aceh, located at Jl. Gayo Simpang IV No. 2, Bireun Meunasah Capa, Kota Juang, Bireuen Regency, Aceh 24252. The research was conducted from October 2025 to December 2025.

According to Sugiyono (2021), a population refers to a defined group of objects or subjects possessing specific characteristics and attributes determined by the researcher for analysis and conclusion drawing. In this study, the population comprised 44 employees of Muhammadiyah Mahakarya University, Aceh.

In this study, the population and sample taken were all employees of Muhammadiyah Mahakarya University, Aceh, a population of 44 people who will serve as a saturation sample in this study. These 44 people are Educational Personnel (Tendik).

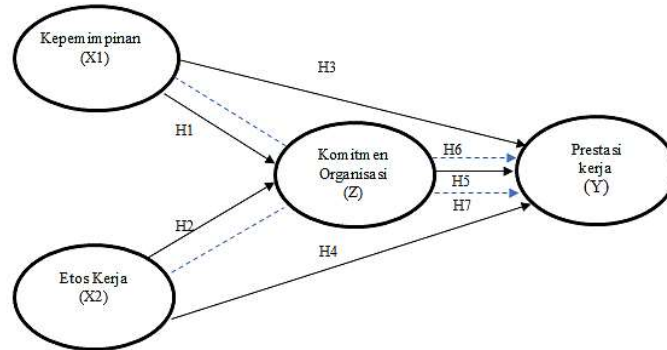
## **RESULTS**

PLS is a variance-based or component-based SEM technique that enables the analysis of complex relationships among latent variables. SEM itself represents a statistical framework designed to examine multiple interrelated dependence relationships simultaneously, particularly those that are difficult to assess using conventional statistical methods. (Ghozali & Latan, 2015).

The analytical technique applied in this research involved SEM through path analysis. According to (Ghozali & Latan, 2015)), PLS serves as an alternative to covariance-based SEM by emphasizing variance rather than covariance. While covariance-based SEM is primarily employed for theory testing and confirmation, PLS is more suitable for predictive analysis and theory development. The fundamental distinction between covariance-based SEM and component-based PLS lies in their analytical objectives, with PLS focusing on

maximizing the explained variance of endogenous constructs to enhance predictive accuracy.

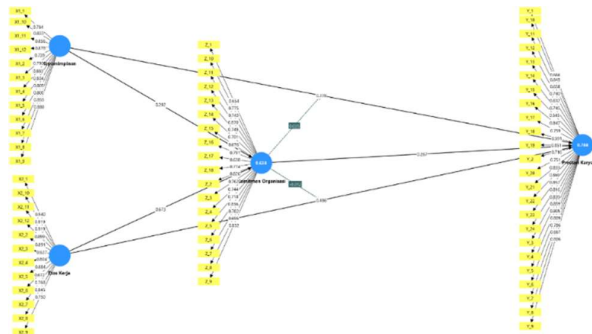
Thus path analysis model uses the following structural models and equations:



Picture 1. Conceptual Framework

### 1. Outer Model Test

Evaluation of the reflective indicator model includes examining: Convergent Validity, Discriminant Validity, and Internal Consistency Reliability.



Picture 2. Outer Model Test

### Convergent Validity

In this study, the threshold used was 0.5, so indicators with factor loadings above this figure were considered valid. The results of the validity test are as follows:

Tabel 1. Convergent Validity Test Results (Outer Loading)

	Work ethic	Leadership	Organizational Commitment	Work performance
X1_1		0.784		
X1_2		0.739		
X1_3		0.790		
X1_4		0.883		
X1_5		0.804		
X1_6		0.805		
X1_7		0.800		

X1_8	0.855	
X1_9	0.880	
X1_10	0.833	
X1_11	0.856	
X1_12	0.878	
X2_1	0.940	
X2_2	0.891	
X2_3	0.927	
X2_4	0.804	
X2_5	0.884	
X2_6	0.672	
X2_7	0.760	
X2_8	0.845	
X2_9	0.750	
X2_10	0.819	
X2_11	0.919	
X2_12	0.899	
Y_1		0.666
Y_2		0.716
Y_3		0.839
Y_4		0.859
Y_5		0.805
Y_6		0.809
Y_7		0.786
Y_8		0.667
Y_9		0.806
Y_10		0.845
Y_11		0.658
Y_12		0.740
Y_13		0.632
Y_14		0.745
Y_15		0.545
Y_16		0.847
Y_17		0.759
Y_18		0.591
Y_19		0.851
Y_20		0.751
Y_21		0.833
Y_22		0.869
Y_23		0.857
Y_24		0.816
Z_1	0.654	
Z_2	0.826	
Z_3	0.762	
Z_4	0.744	
Z_5	0.718	
Z_6	0.836	
Z_7	0.782	
Z_8	0.696	

Z_9	0.832
Z_10	0.775
Z_11	0.743
Z_12	0.870
Z_13	0.749
Z_14	0.701
Z_15	0.676
Z_16	0.791
Z_17	0.638
Z_18	0.774

All indicators for each variable in this study have a loading factor value above 0.5, so they are declared valid and suitable for use.

### Discriminant Validity

Discriminant validity in reflective measurement models is assessed using the cross-loading criterion. This approach evaluates the extent to which an indicator exhibits a higher correlation with its associated construct than with other constructs in different measurement blocks.

Table 2. Cross Loading Result Value

	Work ethic	Leadership	Organizational Commitment	Work performance
X1_1	0.355	<b>0.784</b>	0.400	0.613
X1_2	0.535	<b>0.739</b>	0.521	0.573
X1_3	0.427	<b>0.790</b>	0.507	0.532
X1_4	0.440	<b>0.883</b>	0.506	0.556
X1_5	0.349	<b>0.804</b>	0.416	0.441
X1_6	0.399	<b>0.805</b>	0.441	0.487
X1_7	0.516	<b>0.800</b>	0.442	0.538
X1_8	0.240	<b>0.855</b>	0.304	0.409
X1_9	0.380	<b>0.880</b>	0.449	0.581
X1_10	0.483	<b>0.833</b>	0.468	0.544
X1_11	0.620	<b>0.856</b>	0.538	0.660
X1_12	0.377	<b>0.878</b>	0.453	0.603
X2_1	<b>0.940</b>	0.521	0.717	0.805
X2_2	<b>0.891</b>	0.394	0.670	0.632
X2_3	<b>0.927</b>	0.501	0.755	0.728
X2_4	<b>0.804</b>	0.415	0.563	0.679
X2_5	<b>0.884</b>	0.501	0.656	0.807
X2_6	<b>0.672</b>	0.381	0.614	0.491
X2_7	<b>0.760</b>	0.459	0.585	0.728
X2_8	<b>0.845</b>	0.368	0.583	0.680
X2_9	<b>0.750</b>	0.444	0.644	0.670
X2_10	<b>0.819</b>	0.400	0.645	0.723
X2_11	<b>0.919</b>	0.532	0.785	0.753
X2_12	<b>0.899</b>	0.404	0.670	0.673

Y_1	0.597	0.496	0.538	<b>0.666</b>
Y_2	0.567	0.563	0.502	<b>0.716</b>
Y_3	0.668	0.504	0.565	<b>0.839</b>
Y_4	0.751	0.588	0.793	<b>0.859</b>
Y_5	0.631	0.586	0.613	<b>0.805</b>
Y_6	0.672	0.635	0.562	<b>0.809</b>
Y_7	0.624	0.605	0.716	<b>0.786</b>
Y_8	0.514	0.498	0.469	<b>0.667</b>
Y_9	0.643	0.515	0.612	<b>0.806</b>
Y_10	0.705	0.501	0.791	<b>0.845</b>
Y_11	0.509	0.589	0.490	<b>0.658</b>
Y_12	0.586	0.436	0.496	<b>0.740</b>
Y_13	0.556	0.332	0.361	<b>0.632</b>
Y_14	0.675	0.392	0.583	<b>0.745</b>
Y_15	0.530	0.345	0.504	<b>0.545</b>
Y_16	0.656	0.527	0.573	<b>0.847</b>
Y_17	0.673	0.418	0.754	<b>0.759</b>
Y_18	0.452	0.580	0.394	<b>0.591</b>
Y_19	0.722	0.571	0.591	<b>0.851</b>
Y_20	0.594	0.374	0.712	<b>0.751</b>
Y_21	0.676	0.556	0.600	<b>0.833</b>
Y_22	0.746	0.605	0.755	<b>0.869</b>
Y_23	0.714	0.522	0.608	<b>0.857</b>
Y_24	0.701	0.529	0.716	<b>0.816</b>
Z_1	0.610	0.339	<b>0.654</b>	0.495
Z_2	0.651	0.535	<b>0.826</b>	0.654
Z_3	0.627	0.465	<b>0.762</b>	0.577
Z_4	0.646	0.559	<b>0.744</b>	0.676
Z_5	0.621	0.458	<b>0.718</b>	0.487
Z_6	0.643	0.489	<b>0.836</b>	0.640
Z_7	0.607	0.466	<b>0.782</b>	0.751
Z_8	0.516	0.418	<b>0.696</b>	0.544
Z_9	0.634	0.507	<b>0.832</b>	0.755
Z_10	0.676	0.438	<b>0.775</b>	0.766
Z_11	0.675	0.331	<b>0.743</b>	0.644
Z_12	0.644	0.352	<b>0.870</b>	0.621
Z_13	0.436	0.142	<b>0.749</b>	0.442
Z_14	0.342	0.274	<b>0.701</b>	0.350
Z_15	0.436	0.146	<b>0.676</b>	0.358
Z_16	0.583	0.467	<b>0.791</b>	0.632
Z_17	0.465	0.349	<b>0.638</b>	0.419
Z_18	0.583	0.580	<b>0.774</b>	0.578

Based on the cross loading results above, all indicators have the highest loading values on them respective original constructs compared to other constructs.

**Internal Consistency Reliability**

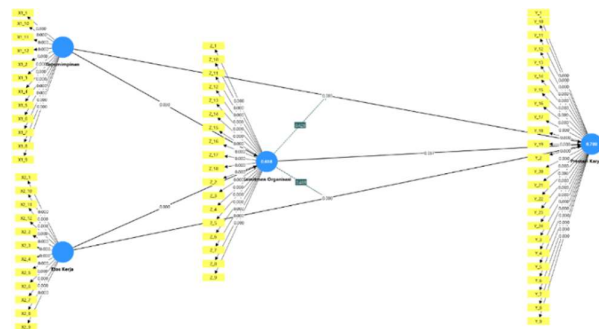
Reliability in this study is assessed by examining internal consistency using Cronbach's Alpha and Composite Reliabilitas. Composite Reliability is interpreted in a manner similar to Cronbach's Alpha, where values of 0.70 or higher indicate acceptable reliability, and values of 0.80 or above reflect a high level of reliability.

Table 3. Composite Reliability Coefficient and Cronbach's Alpha

	Cronbach's alpha	Composite reliability (rho_c)
<b>Work Ethics</b>	0.963	0.968
<b>Leadership</b>	0.958	0.963
<b>Organizational Commitment</b>	0.956	0.960
<b>Work Performance</b>	0.969	0.971

Based on the results of the table above, it can be seen that the Cronbach's Alpha and Composite Reliability value for each variables are >0.70, so all variables are reliable, with a very satisfactory category.

**2. Inner Model Test**



**R-Square (R2)**

The coefficient of determination (R<sup>2</sup>) is employed to assess the explanatory power and goodness of fit of the relationships among variables in the proposed model.

Table 4. Coefficient of Determination

	R-square	R-square adjusted
<b>Organizational Commitment</b>	0.638	0.620
<b>Work Performance</b>	0.787	0.771

The adjusted R-square value for Organizational Commitment is 0.620, indicating that Leadership and Work Ethic jointly explain 62% of the variance in Organizational Commitment. This result suggests that the explanatory power of the model is at a moderate level, while the remaining 38% of the variance is attributed to factors not included in the model.

Furthermore, the adjusted R-square value for employe performances is 0.771, demonstrating that Leadership, Work Ethic, and Organizational Commitment collectively account for 77% of the variance in Work Performance. Accordingly, this model exhibits strong explanatory power, with the remaining 23% of the variance influenced by other variables beyond the scope of the model.

**Effect Size (F<sup>2</sup>)**

An f<sup>2</sup> value of 0.02 indicates a weak effect, a value of 0.15 indicates a moderate effect, and if it reaches 0.35 or more, the effect of the exogenous latent variable is suggested to be strong. The results of the f<sup>2</sup> value output are presented as follows.

Table 4. Effect Size

	<b>Organizational Commitment</b>	<b>Work Performance</b>
<b>Work Ethics</b>	0.904	0.419
<b>Leadership</b>	0.081	0.225
<b>Organizational Commitment</b>		0.115

Based on Table 4, the f-square values are explained as follows The influence of work ethic on organizational commitment is 0.904, indicating a strong influence of work ethic on organizational commitment. The influence of work ethic on work performance is 0.419, indicating a strong influence of work ethic on work performance. The influence of leadership on organizational commitment is 0.081, indicating a weak influence of leadership on organizational commitment. The influence of leadership on work performance is 0.225, indicating a moderate influence of leadership on work performance. The influence of organizational commitment on work performance is 0.115, indicating a weak influence of organizational commitment on work performance.

**Model Fit Test**

The GoF index serves as an overall indicator for assessing the joint quality of both the measurement and structural models. The GoF score is calculated by multiplying the average communality value with the model’s R<sup>2</sup>. This index ranges from 0 to 1, where values of 0.1 indicate a low level of GoF, 0.25 represent a moderate level, and 0.36 reflect a high level of model fit.

Table 5. Goodness of Fit Model

	<b>AVE</b>	<b>R-square</b>
<b>Leadership</b>	0.683	
<b>Work ethics</b>	0.716	
<b>Organizational Commitment</b>	0.572	0.638
<b>Work Performance</b>	0.589	0.788
<b>Mean</b>	0.64	0.71

$$\text{GOF Value} = \sqrt{\text{mean of AVE} \times \text{mean of R Square}}$$

$$\text{GOF Value} = \sqrt{0.64 \times 0.71}$$

$$\text{GOF Value} = 0.67$$

Based on the calculation results, the GoF value was obtained as 0.67, this indicates that the combined performance of the outer and inner models in this study can be classified into the large GoF category.

### Hypothesis Testing

The purpose of this analysis is to determine the significant influence between the independent and dependent variables through hypothesis testing, as indicated by the parameter coefficient values and t-statistic values. The significance of these parameters indicates the existence of a relationship between the variables in the model under study. To determine whether the hypothesis is accepted or rejected, a significant level of 0.05 is used as the decision limit. The results of the hypothesis testing are as follows:

Table 6. Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Leadership -> Organizational Commitment	0.202	0.202	0.107	1,884	0.030
Leadership -> Work Performance	0.278	0.247	0.103	2,700	0.003
Work ethics -> Organizational Commitment	0.673	0.684	0.082	8,188	0.000
Work Ethics -> Work Performance	0.486	0.462	0.128	3,795	0.000
Organizational Commitment -> Work Performance	0.267	0.325	0.150	1,788	0.037
Organizational Commitment x Leadership -> Work Performance	0.035	-0.017	0.195	0.181	0.428
Organizational Commitment x Work Ethics -> Work Performance	-0.012	-0.022	0.157	0.078	0.469

### DISCUSSION

The results indicate that leadership has a positive and significant effect on organizational commitment (p-value = 0.03; t-statistic = 1.88), suggesting that effective leadership practices enhance employee loyalty and engagement. Similarly, work ethic demonstrates a positive and significant influence on

organizational commitment (p-value = 0.00; t-statistic = 8.18), indicating that a strong work ethic plays a crucial role in fostering a productive and progressive work culture that strengthens commitment within the academic community.

Leadership also exerts a positive and significant effect on work performance (p-value = 0.03; t-statistic = 2.70), confirming that leadership quality is a key determinant of individual performance. The positive coefficient implies that improvements in leadership practices are associated with higher levels of work performance. In addition, work ethic has a positive and significant impact on work performance (p-value = 0.00; t-statistic = 3.79), highlighting work ethic as a primary driver of performance enhancement. Employees with a strong work ethic are more likely to work punctually, meet established standards, and produce high-quality outputs.

Organizational commitment also shows a positive and significant effect on work performance (p-value = 0.03; t-statistic = 1.78), indicating that higher levels of commitment are associated with better work outcomes and optimal performance. However, organizational commitment does not mediate the relationship between leadership and work performance, as evidenced by the insignificant indirect effect (p-value = 0.42; t-statistic = 0.18). This finding suggests that improvements in leadership quality do not automatically translate into enhanced work performance through organizational commitment.

Likewise, organizational commitment fails to mediate the relationship between work ethic and work performance (p-value = 0.46; t-statistic = 0.07). This result implies that although work ethic directly influences performance, it does not necessarily lead to increased organizational commitment that subsequently enhances performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Leadership has a positive and significant influence on organizational commitment, while work ethic also shows a positive and significant effect on organizational commitment. Furthermore, leadership positively and significantly affects employee performance, and organizational commitment has a positive and significant impact on employee performance.

However, leadership does not have a significant indirect effect on work performance through organizational commitment as an intervening variable, as indicated by the obtained value. Similarly, work ethic does not significantly influence work performance through organizational commitment as a mediating variable, as reflected by the corresponding value

## **FURTHER STUDY**

Research using a quantitative design and an associative and explanatory approach can only describe relationships between variables at a single point in time, thus failing to capture the in-depth dynamics or changes in commitment, work ethic, and performance over the long term.

The use of self-report questionnaires makes data highly dependent on the subjectivity, perceptions, and honesty of respondents, making the potential for social bias and differences in interpretation between respondents impossible to completely avoid.

The study, conducted at only one Muhammadiyah university, makes the results incapable of generalizing to other institutions with different organizational cultures and institutional values.

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