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ANALYSIS OF THE IMPACT OF DIGITAL ORGANIZATIONAL CULTURE AND WORK ETHIC ON MEMBER PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A INTERVENING VARIABLE (A STUDY AT THE POLICE EDUCATION AND TRAINING INSTITUTE)

Nana Supriatna[1], Osly Usman[2]
[1-2] *Faculty of Economic and Business, Universitas Negeri Jakarta*

Email: nsupriatna254@gmail.com[1], oslyusman@unj.ac.id[2]

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Abstract

The effectiveness of resources is crucial for the success of public service in law enforcement agencies during digital transformation, this study explores how culture within organizations and employment ethic influence the effectiveness of personnel at the National Police Training and Education Center (Lemdiklat Polri), considering organizational commitment as a intervening factor, using an approach with descriptive and causal designs this study implements a survey technique with a Likert scale questionnaire. The research focuses on trainees in Lemdiklat Polri and Data analysis is conducted using Partial Least Squares Structural Equation Modeling (SEM-PLS) through SmartPLS software. The assessment of the model indicates an R-Square value of 47.9% for organizational commitment and 45.3% for employee performance with a strong combined Q-Square Predictive Relevance value of 71.5%. Hypothesis testing indicates that work ethic significantly influences organizational commitment and member performance. Organizational culture significantly affects organizational commitment. Nonetheless, organizational culture does not have a direct effect on individual performance. Commitment to the organization does not effectively mediate or moderate the influence of culture and the effect of work ethic on performance. Lemdiklat Polri staff, the findings emphasize that actual performance achievements of members are driven by individual motivational factors (work discipline) while organizational ethos and organizational dedication shape emotional comfort within the work environment. Leaders of Lemdiklat Polri should prioritize developing work indicators and transform formal work culture values to directly impact operational outputs in the field.

1. INTRODUCTION

1.1 Background

Personnel management efficiency is crucial to an organizations success in public institutions with significant community service responsibilities. In the transformation era public service effectiveness and efficiency demands are rising. In police organizations member performance quality is crucial as it relates to security order and public trust now also tested through transparency. Improving member performance in the era is a strategic necessity for law enforcement officials professionalism.

One factor believed to influence performance is culture. It reflects values, norms and behaviors adopted by members while carrying out duties. A strong, positive and digitally literate culture encourages a working environment enhances system-based discipline and strengthens the orientation towards achieving organizational goals through digital efficiency.

In police education environments like Lemdiklat Polri culture influences a vital impact in forming members character, attitude and digital readiness. Work ethic is also crucial reflecting an individuals attitude, spirit and commitment to their job. In the era work ethic requires digital agility, where members demonstrate conventional dedication and responsibility and a willingness to learn how to operate technological instruments.

On the contrary, the relationship between culture and work ethic with regards to performance in a digitally transforming context is not direct. Organizational commitment can. Diminish this connection. It describes how attached, intimately connected and willing to stay in the organization and follow its vision regarding digitalization. This research will analyze the influence of culture and work ethic toward member performance Lemdiklat Polri, as well organizational commitment as an intervening variable in the digitalization era.

This research employs a conceptual framework rooted in Institutional Theory and Social Exchange Theory to better understand these complex behavioral and structural dynamics operating within a tightly controlled public sector institution, with data collected from October 2023 onwards. Specifically, Institutional Theory provides an additional way to observe the shift between a top down command structure to assess whether and/or how that would separate or impact the actual use of digital organizational culture where coded signals scattered throughout physical performance. At the time Social Exchange Theory helps us understand how people form strong emotional bonds and become dedicated to an organization when they are influenced by the culture and ethics of that organization. Social Exchange Theory is really about how these things work to make people feel connected to the organization and to each other. So Social Exchange Theory is important because it shows us how cultural and ethical factors can affect the way people interact with each other and, with the organization.

1.2 Problem Formulation

The researchers want to find out some things about organizations. They have some questions, about company culture and how it affects the people who work there. Here are the things they want to know:

1. Does the culture of an organization make people want to work for a long time?
2. Does working hard make people want to stay with an organization?
3. Do people who like their organization do a job?
4. Does the culture of a company make its employees do a job?
5. Does working hard make employees do a job?
6. Does the culture of an organization affect how well employees do their job because of how much they like the organization?
7. Does working hard affect how well employees do their job because of how they like the organization?

2. LITERATURE REVIEW

2.1 Theoretical and Conceptual Framework

2.1.1 Grand Theoretical Foundation

This study is based on two ideas that are connected to each other: Institutional Theory and Social Exchange Theory. Institutional Theory is the idea. It was explained by Meyer and Rowan in 1977 and by DiMaggio and Powell in 1983. Institutional Theory says that what organizations do is affected by the rules and norms of the place they're in. This means that organizations care about what others think of them and they want to be seen as good. They do not just focus on getting things done.

In a place like Lemdiklat Polri where people are trained in a strict and organized way everything doesn't just depend on how well people do their jobs. There are rules and a strong hierarchy that everyone has to follow. Lemdiklat Polri has a system where people are told what to do. They have to do it. This is because Lemdiklat Polri is a place that trains people in a disciplined and organized way. Institutional Theory is very important in a place, like Lemdiklat Polri.

This idea is really important to understand what is going on in the sectors. Sometimes the public sectors say they are doing things like using digital technology just to look good. This does not mean they are actually getting more work done. At the time Social Exchange Theory, which was talked about by Homans in 1958 and Blau in 1964 is based on the idea that people help each other. Social Exchange Theory says that when a company makes a nice place to work like a place that's good with digital technology or when a person really wants to work hard people start to feel good about the company. People like it when the company and their coworkers are nice to them so they feel a connection, to the company, which is called organizational commitment. Social Exchange Theory is important to understand this connection. Consequently, SET acts as the main theoretical rationale for the structural connections between digital organizational culture (X_1) and work ethic (X_2) to organizational commitment (Z).

2.1.2 Organizational Culture

According to Sutrisno (2011), Organizational culture denotes a set of values, beliefs, assumptions, or norms that have been firmly established over time, accepted, and adhered to by the members of an organization as guiding principles for behavior and problem-solving within that organization. It is a mental structure that includes the attitudes, values, norms, and collective expectations of the organization's members (Greenberg in Adhi, 2014). According to Munir (2007:23), The way people work together in a company is like a pattern that a group of people learn over time. This pattern helps the company solve problems and make decisions so it can work well with the world outside and with the people who work there. When this pattern works well the company teaches it to workers as the proper method to consider, perceive and do things.

Wulandari Candana and Saputra said in 2026 that the company culture is about what employees see and experience every day. It helps create a sense of trust and shared values that people expect from each other. The company culture is very important when the company is facing problems, from outside or inside. A group of people use the company culture all the time. Teach it for new employees as the correct approach to comprehend and consider things that are going on. Amalia and Makduani talked about this in 2022.

2.1.3 Work Ethic

Per Saleh (2018), work ethic consists of constructive work behaviors based on robust collaboration, core values, and a complete dedication to a holistic work model. As per (Hardi, S. F 2020), work ethic represents the viewpoint and disposition of a society or group regarding a specific occupation.

2.1.4 Employee/Member Performance

Employee performance is, about how an employee does their job. It is the standard and volume of output that an employee does when they are doing their duties. According to Haekel Awwali in 2024 employee performance is what happens when an employees motivation and ability come together. In the study of management employee performance is important because it can affect how well the company does. If an employee does a job the company will do well. If an employee does a bad job the company will not do well. Employee performance is what employees do at work. It affects the goods that a company makes or the services that it provides. Employee performance is the result that employees get when they do their tasks according to the rules of their company. Employee performance is very important because it shows how well the employees are doing their jobs and it can make or break the company.

2.1.5 Organizational Commitment

According to (Busro, M. 2018), a strong belief from employees to remain members of the organization they work for and to support its goals by actively participating due to their conviction and embracing of the principles present within the institution. According to Priansa, D. J. In 2018 commitment is about how employees feel, act and care about their organization.They show this through their feelings of identification, involvement and loyalty to where they work. Employees, with organizational commitment really feel part of the organization.

2.2 Empirical Review and Hypothesis

2.2.1. The Effect of Organizational Culture on Employee Commitment

The research done by Safitri and others in 2026 discovered that Organizational Culture possesses a good impact regarding Organizational Commitment at PT. Perkebunan Nusantara I Regional 8 Kebun Camming. Some other research by Triyanto in 2020 also shows that Organizational Culture is important for Organizational Commitment among the people who work at the Rasanae Timur District Office. Organizational Culture and Organizational Commitment are evidently distinct. According to research conducted by Triyanto in 2020, this is what we learn about the personnel at the Rasanae Timur District Office. H1: Organizational culture has a positive and significant effect on organizational commitment.

2.2.2. Work Ethic and Organizational Commitment

The results of the research (Ghani, Susita, and Suherman 2022a) indicate that work ethic significantly and positively affects organizational commitment. The findings of the study (Munjasari and Izzati n.d.) suggest that an increase in work ethic correlates with an increase in commitment to the organization. H2: A strong work ethic positively influences organizational commitment.

2.2.3. Organizational Commitment and Performance

The results of the research (Bakar, Rusandy, and Mulyanintyas 2026) indicate that organizational commitment has an optimistic and substantial impact on worker effectiveness at the Kediri Regency DPRD Secretariat, the results of the research (Ghani, Susita, and Suherman 2022b) show that commitment to the organization has a favorable and notable effect on enhancing performance in the private sector. H3: Organizational commitment has a positive and significant effect on performance.

2.2.4. Organizational Culture Impact on Performance

The findings of the study (Bakar et al. 2026) indicate that the performance of employees at the Secretariat of the Regional People's Representative Council of Kediri Regency is affected by organizational commitment. The study that was done by Deslina Br. Tampu Bolon, Darma Manalu and Kepler Sinaga in the year 2026 shows that employee performance at PT PLN (Persero) UP3 Medan is really good when the employees are committed to the entity. This means that when workers are dedicated to the organization the employee performance at PT PLN (Persero) UP3 Medan gets better. The study by Deslina Br. Tampu Bolon, Darma Manalu and Kepler Sinaga found

organizational commitment influences employee performance, at PT PLN (Persero) UP3 Medan. H4: Organizational culture has a positive and significant effect on employee performance.

2.2.5. Work Ethic Impact on Performance

The study by Wardani in 2026 found that work mentality affects work performance at PT. Indomarco Prismatama Branch Parung, this is because a strong work ethic helps employees do their best. another study by Meyrandini and Krisyanto in 2026 showed that work ethic plays a role in employee performance at the Regional Peoples Representative Council Office in South Tangerang. work ethic helps employees stay focused and motivated, the study results also say that work ethic matters for employee performance. H5: Work ethic has a positive and significant effect on employee performance

2.2.6. Organizational Culture Impact on Performance Through Organizational Commitment as a Mediator

Organizational culture has a significant impact on employee performance when mediated by organizational commitment (Purnama & Sujoko, 2025). The research results (Malang 2023) suggest that structural dedication is unable to moderate the impact of organizational culture regarding employee performance at the Social Service Office in Batu City, Malang. H6: Organizational culture has an effect on employee performance through organizational commitment as a mediating variable.

2.2.7. Impact of Work Ethic on Performance through Organizational Commitment as a Mediator

The study results (Tenlima, Lewaherilla, and Risambessy 2026) show that commitment significantly mediates the connection between work ethic and performance of ASN at the Education Office of Southwest Maluku. The study that Miftahul Jannah and her team did includingVera Anitra and Sofia Ulfa Eka Hadiyanti in 2025 shows that being engaged at work does not really affect how well you do your job. Work engagement does not have an impact on performance. It also does not change the relationship, between your work ethic. How well you do your job at the Bureau of Leadership Administration of the East Kalimantan Provincial Governors Office. The research results from Miftahul Jannah and her team including Vera Anitra and Sofia Ulfa Eka Hadiyanti found this out in 2025. H7: Work ethic has an effect on employee performance through organizational commitment as a mediating variable.

2.3. Conceptual Framework

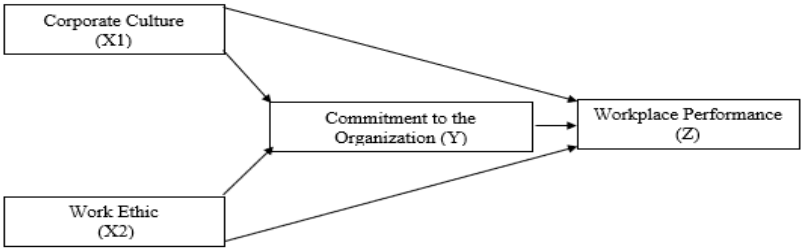


Figure 1. Research Model
Source: Processed by Researchers (2026)

Drawing from the problem formulation and the theoretical framework that has been set, this study operationalizes 4 (four) key variables as outlined below:

1. Organizational Culture (X1): Functions as the first independent/exogenous variable.
2. Work Ethic (X2): Functions as the second independent/exogenous variable.
3. Employee Performance (Y): Functions as the main dependent/endogenous variable.
4. Commitment to the Organization (Z): Functions as the intervening/moderator variable within the structural model.

Schematic representation, the visualization of the flow of relationships or the conceptual framework adopted from the Structural Equation Modeling framework based on SmartPLS (Variance-Based SEM) is outlined in the diagram below:

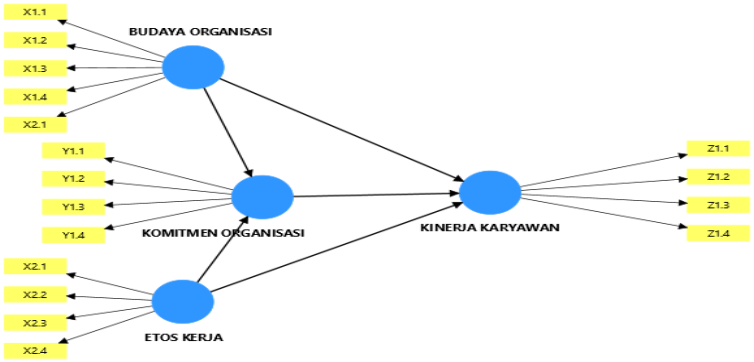


Figure 2. Program Model PLS
Source: Processed by Researchers (2026)

Explanation of the Conceptual Framework Flow:

1. Direct Effect Path
   - $X_1 \longrightarrow Y$: Testing how much the values, norms, and characteristics of Organizational Culture (X_1) can shape and stimulate an increase in Employee Performance (**Y**) directly.
   - $X_2 \longrightarrow Y$: Analyzing the direct contribution of mental attitude, totality, and discipline level of Work Ethos (X_2) to Employee Performance productivity (Y).
2. Relationship Path with Intervening Variables.
   - $X_1 \longrightarrow Z$ and $X_2 \longrightarrow Z$: Assessing whether the foundation of the organization's internal work culture (X_1) and personal professionalism characteristics (X_2) can be strong predictors in cultivating a feeling of commitment and allegiance to the Organization Commitment (Z) among members.
   - $Z \longrightarrow Y$: Observing the direct impact of members' emotional attachment ***(Z)*** on performance improvement (Y) in the workplace environment.
3. Intervening Effect Path
   - Z moderates $X \longrightarrow Y$: Testing whether the presence of Organizational Commitment (Z) acts as a reinforcing variable (multiplier) that makes the positive impact of Organizational Culture (X_1) on Performance (Y) more accelerated and significant.
   - Z moderates $X_2 \longrightarrow Y$: Testing to what extent the intervention of Organizational Commitment (Z) can strengthen the contributory relationship between Work Ethos (X_2) in achieving optimal leaps in Employee Performance (Y).

2.4 Hypothesis Development

Synthesizing the problem statement with the empirical evidence gathered from the review of literature, the ramework of this study suggests the subsequent hypotheses:

1. H1: Organizational culture has a positive and significant effect on organizational commitment.
2. H2: Work ethic has a positive and significant effect on organizational commitment.
3. H3: Organizational commitment has a positive and significant effect on performance.
4. H4: Organizational culture has a positive and significant effect on employee performance.
5. H5: Work ethic has a positive and significant effect on employee performance.
6. H6: Organizational culture has an effect on employee performance through organizational commitment as a mediating variable.
7. H7: Work ethic has an effect on employee performance through organizational commitment as a mediating variable

3. RESEARCH METHODOLOGY

This research methodologically employs a quantitative method featuring a descriptive and causal research framework. The quantitative method is selected. to obtain an objective, measurable, and systematic empirical picture of the causal relationships and influences among the variables being studied. This quantitative research design is operationalized through survey methods to evaluate the structural hypotheses that have been proposed.

3.1 Duration and Location of Study

This study is carried out according to the subsequent timetable and location details:

- Research Duration: The complete set of research tasks is scheduled to occur over a span of 1-3 months (April - June 2026). This timeline includes the preparation stage (proposal and instrument development), field data collection, statistical analysis of the gathered data, and writing the final research report.
- Research Place (Location): This investigation will occur in the environment of the National Police Education and Training Institute (Lemdiklat Polri). This site was chosen because it is very important for teaching people skills that they can use to get a job. It is the place where police officers go to learn what they need to know. The police education and training that happens here is very significant. This site is a vocational education facility and it plays a big role, in police education and training.

3.2 Data Collection Method

The way we collect data in this study is meant to make sure the information we get from the field is accurate and reliable.

- Population and Sample: The people we are studying are all the members or students at Lemdiklat Polri. Since it is not possible to talk to every person we picked a group of 87 participants to represent the people we are studying. We chose these people using a method that helps us make sure the group is similar to the whole staff at Lemdiklat Polri. This method also helps us include people, with characteristics so we can get a better understanding of the whole organization. We did this on purpose so our sample of Lemdiklat Polri members would be a representation of the Lemdiklat Polri staff.
- Research Tool: We collected data through surveys using a questionnaire. The survey was made up of a series of set statements that evaluated four areas: Organizational Culture, Work Attitude, Commitment to the organization and Employee Performance.

- Measurement Scale: Each question in the survey was rated using a Likert Scale. This scale helped turn peoples responses into numbers (for example a scale from 1, to 5 ranging from Disagree to Strongly Agree) so we could analyze the data statistically.

3.3 Data Analysis Techniques.

The way we looked at the data in this study used a kind of statistics that involves many variables at the same time. This method is called Structural Equation Modeling or SEM for short. We actually used the full term Structural Equation Modeling, in our work. We used a tool called SmartPLS, which's a type of Variance-Based Structural Equation Modeling to see how well our model worked. We also used linear regression to see how other factors affected the results of our Structural Equation Model Analysis. Following the guidelines of Partial Least Squares (PLS) modeling, the data analysis processes are separated into two primary testing phases:

1. **Measurement Model Evaluation (Outer Model).**

His objectives of the stage to ensure that the measuring instruments used are truly precise, valid, and reliable in reflecting its latent constructs. The assessment of the external model entails:

- Convergent Validity: Measured based on the outer loadings (factor loadings) of each indicator to its respective latent variable. When we do confirmatory analysis the ideal criterion is that indicators are regarded as acceptable if they have a loading parameter of at least 0.70. We also do some testing that relies on the Average Variance Extracted value, which is also known as the Average Variance Extracted, or AVE, must be greater than 0.50.
- Discriminant Validity: Assessed to confirm that a latent construct is empirically separate from other constructs in the model (no overlap occurs). So we do the evaluation by looking at the cross-loadings. We check if the indicator's loading on its parent the variable exceeds its correlation with the remaining variables. Certainly is how we evaluate the evaluation parameter by comparing these cross-loadings of the indicator on its parent variable and the other variables.
- Construct Reliability: To prove the internal consistency of the instrument, the model is evaluated using the Composite Reliability (CR) indicator with a threshold of > 0.60 or > 0.70, and supported by the required value of Cronbach's Alpha which must be > 0.70.

2. **Assessment of Structural Models (Inner Model)** and Testing of Hypotheses

Once the measurement model successfully clears the feasibility test, the subsequent step involves assessing the inner model to determine predictive strength and analyze the causal connections between variables in accordance with the research hypothesis. The parameters that are utilized consist of:

- Coefficient of Determination (R-Square): Utilized to evaluate the fraction of variability in the endogenous variables (Organizational Commitment and Employee Performance) that can be concurrently clarified by their exogenous variables.
- Effect Size (f-Square): This metric evaluates the influence of each independent variable on the model when it is included or excluded. We analyze the effects, by categories. These categorizations are based on Cohen's assertions: a small effect is 0.02, a medium effect is 0.15, and a large effect is 0.35.We look at how each independent variable affects things to figure this out. Each variable has its impact and that is really important, for understanding the structure of our model. We need to know what each variable does on its own to get the picture of the structural model.
- Predictive Relevance is important. We use a formula to figure out how well our model works. The formula is Q2 = 1. (1 – $R1^2$) X (1 – $R2^2$). We want to know if our model is good at predicting things that happen in life. If Q is than 0 that is good.
- We need to check for Multicollinearity. This means we want to make sure that the variables we are looking at are not too similar. We use the Variance Inflation Factor or VIF to check this. If the VIF is than 5 that is okay.
- We do a Path Coefficient Test to see if the relationships, between variables are significant. Predictive Relevance and Path Coefficient Test help us understand how things are connected. We use a method called Bootstrapping to test these relationships. We look at the path coefficients and their significance levels like the p-value or t-statistics to see if they are important. Predictive Relevance is still a part of this test.

4. RESULT AND DISCUSSION

4.1 PLS Model Scheme

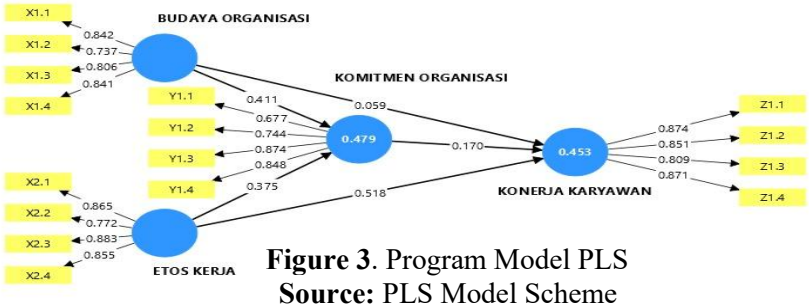


Figure 3. Program Model PLS
Source: PLS Model Scheme

The table shows us that every single thing we are looking at in the study has a strong connection. Every indicator of the study variables has numbers that're greater than 0.70. This is true for every study variable and the numbers are all greater, than 0.70.Thus, these indicators show acceptable convergent validity and are considered appropriate for further research.

4.2 Outer Model Analysis Convergent Validity

Assessment of the measurement structure or external model is aimed at ensuring that the measuring instruments used are indeed precise and reliable in measuring each latent variable of the research. The initial stage of testing this outer model focuses on convergent validity, which denotes the extent to which the elements that comprise a construct show a high correlation or loading together. The primary metric utilized for reference in this evaluation represents the outer loadings value for each indicator.

Typically, in confirmatory research, an indicator is regarded as having optimal convergent validity when its outer loadings value meets or exceeds 0.70. According to the results of the data analysis conducted with SmartPL shown in the document image_565c85.png, the details the details of the convergent validity test are presented in the table below

Table 1. Outer Model Analysis Convergent Validity

Variable	Indicator	Outer Loadings	Information
Organizational Culture	X1.1	0.842	Valid
	X1.2	0.737	Valid
	X1.3	0.806	Valid
	X1.4	0.841	Valid
Work Ethic	X2.1	0.865	Valid
	X2.2	0.772	Valid
	X2.3	0.883	Valid
	X2.4	0.855	Valid
Employee Performance	Y1.1	0.677	
	Y1.2	0.744	Valid
	Y1.3	0.874	Valid
	Y1.4	0.848	Valid
Organizational Commitment	Z1.1	0.874	Valid
	Z1.2	0.851	Valid
	Z1.3	0.809	Valid
	Z1.4	0.871	Valid

Source:Authors (2026)

Discussion of Estimated Indicator Results

Looking at the data from the document image_565c85.png above, we can elaborate on the quality of representation of each indicator in more depth:

1. Organizational Culture Construct
   All indicators that form the Organizational Culture variable (X1.1 to X1.4) show very solid measurement performance. The outer loading values range from the lowest of 0.737 (for X1.2) to the highest of 0.842 (for X1.1). Since all values are above 0.70 we can say that the dimensions in this Organizational Culture really show the work culture character at the research site, the dimensions match the work culture character consistently. all values being high means the Organizational Culture is a fit, it shows that the work culture, at the research site is strong, the Organizational Culture and work culture character go well together.
2. Work Ethic Construct
   The values for the Work Ethic variable exhibit significantly elevated loading figures. The indicator X2.3 records the highest value of 0.883, followed by X2.1 (0.865), X2.4 (0.855), and X2.2 (0.772). These figures, which significantly exceed the minimum threshold of 0.70, indicate that the questionnaire items in the instrument are capable of capturing the spirit and commitment of individual work professionalism with high accuracy.
3. Employee Performance Construct
   In the Employee Performance variable, there is an interesting phenomenon with the indicator Y1.1, which has an outer loading value of 0.677. Although this figure is slightly below the ideal threshold of 0.70, in the development of empirical models or social research, values ranging from 0.50 to 0.70 are still loading tolerable and considered valid to maintain. The condition is that the presence of this indicator does not lower the Average Variance Extracted (AVE) of its parent construct is less than 0.50. Since its three accompanying indicators (Y1.2 at 0.744; Y1.3 at 0.874; and Y1.4 at 0.848) have very strong values, indicator Y1.1 is retained to preserve the conceptual substance of the Employee Performance variable.
4. Organizational Commitment Construct The Organizational Commitment.
   Variable is formed by four indicators with reflection values that are very evenly distributed and stable above 0.80. Indicator Z1.1 recorded a contribution of 0.874, followed by Z1.4 (0.871), Z1.2 (0.851), and Z1.3 (0.809). This

high distribution of values demonstrates that these indicators have a strong alignment in defining employees' feeling of connection and commitment to the organization.

In general, this convergent validity assessment demonstrates that the tools employed have fulfilled the empirical sufficiency criteria. The majority of indicators demonstrate validity, exhibit strong loading, and effectively establish the conceptual framework for this research, thereby permitting the analysis to advance to the phases of reliability assessment and subsequent structural hypothesis evaluation.

4.3. Discriminant Validity

Based on the data processing results using SmartPLS, the cross-loadings values for all indicators The findings of this study are shown in the subsequent Table 4.X:

Table 2. Discriminant Validity

Indicator	X1. Org Culture	X2. Work Ethic	Y1. Org Commitment	Z1. Employee Performance
X1.1	0.842	0.387	0.386	0.277
X1.2	0.737	0.315	0.330	0.239
X1.3	0.806	0.554	0.588	0.515
X1.4	0.841	0.442	0.587	0.327
X2.1	0.452	0.865	0.490	0.551
X2.2	0.595	0.772	0.584	0.482
X2.3	0.401	0.883	0.530	0.558
X2.4	0.408	0.855	0.422	0.614
Y1.1	0.407	0.399	0.677	0.341
Y1.2	0.613	0.340	0.744	0.228
Y1.3	0.513	0.536	0.874	0.502
Y1.4	0.443	0.585	0.848	0.513
Z1.1	0.366	0.631	0.503	0.874
Z1.2	0.391	0.555	0.431	0.851
Z1.3	0.374	0.442	0.349	0.809
Z1.4	0.402	0.570	0.460	0.871

Source:Authors (2026)

Analysis and Discussion of Cross Loadings Values

Upon carefully examining the distribution pattern of the numbers in Table 4.X above, it is clear that this model has very well met the criteria for discriminant validity. Below is a detailed explanation for each variable:

- Organizational Culture Indicators (X1.1 - X1.4):
  All indicator blocks of X1 uniformly group around their parent variable, which is Organizational Culture. For instance, indicator X1.1 shows a loading value of 0.842. in relation to Organizational Culture. This value is considerably greater than its associations with Work Ethos (0.387), Employee Performance (0.277), and Organizational Commitment (0.386). The identical pattern of higher values is consistently shown by X1.2 (0.737), X1.3 (0.806), and X1.4 (0.841).
- Work Ethos Indicators (X2.1 - X2.4):
  A similar pattern is observed in the group of indicators X2. The coefficient value for indicator X2.3 towards Work Ethos reaches 0.883, while its correlations with other variables only range from 0.401 to 0.558. All other indicators in this group (X2.1, X2.2, and X2.4) have proven to measure the Work Ethos variable much more strongly compared to their accompanying variables, reinforcing the unique identity of this variable.
- Organizational Commitment Indicators (Y1.1 - Y1.4):
  (Conceptual Note: Referring to visual data, indicators labeled Y actually contain the highest correlation in the Organizational Commitment column).
  Together, we can observe that indicators Y1.1 to Y1.4 solely exhibit the greatest load in the Organizational Commitment column, peaking at indicator Y1.3 at 0.874. Despite indicator Y1.1 previously displaying a relatively low loading value in the convergent validity assessment (0.677), it has demonstrated reliability in this discriminant test, as its correlation values with other variables (0.407; 0.399; and 0.341) are significantly lower than the primary figure.
- Employee Performance Indicators (Z1.1 - Z1.3
  (Conceptual Note: Based on visual data, indicators labeled Z cluster most strongly in the Employee Performance column).

Three performance indicators recorded in the table show a dominant loading value in the Employee Performance column, namely Z1.1 (0.874), Z1.2 (0.851), and Z1.3 (0.809). These figures outperform their cross-variable correlations in other columns, confirming that these Z-marked indicators purely reflect aspects of organizational work performance without concerning overlapping biases with other constructs.

Table 3. Discriminant Validity AVE

Variable	Average Variance
Organizational Culture (X1)	0.653
Work Ethic (X2)	0.714
Employee Performance (Y)	0.725
Organizational Commitment (Z)	0.624

Source:Authors (2026)

The quality of the model can also be evaluated using AVE, where A value exceeding 0.50 is needed to establish adequate validity, along with the application of cross-loadings. The AVE value should exceed 0.50 for convergent validity. The table indicates that work-life balance, digitalization, organizational commitment, and performance satisfy these standards, indicating that all variables have adequate convergent validity.

4.4. Composite Reliability

Table 4. Composite Reliability

Variable	Composite Reliability
Organizational Culture (X1)	0.863
Work Ethic (X2)	0.866
Employee Performance (Y)	0.885
Organizational Commitment (Z)	0.820

Source:Authors (2026)

The findings indicate that every variable assessed has composite reliability values exceeding the minimum threshold, registering scores greater than 0.6. These findings show that every variable satisfies the composite reliability criteria. This shows that every assessed construct exhibits a strong degree of dependability.

4.5. Cronbach Alpha

Table 5. Cronbach Alpha

Variable	Cronbach Alpha
Organizational Culture (X1)	0.829
Work Ethic (X2)	0.865
Employee Performance (Y)	0.874
Organizational Commitment (Z)	0.797

Source:Authors (2026)

The instruments' reliability was evaluated by examining internal consistency, indicating that the Cronbach's Alpha coefficients for (X1), (X2), (Y), and (Z) exceeded 0.70. These findings demonstrate that every research construct has achieved a strong level of data reliability.

4.6. Collinearity Statistics (VIF)

Table 6. Collinearity Statistics (VIF)

Variable	Komitmen Organisasi	Kinerja Karyawan
Organizational Culture (X1)	1.433	1.758
Work Ethic (X2)	1.433	1.702
Organizational Commitment (Z)		1.920

Source:Authors (2026)

Collinearity statistics, specifically the VIF (Variance Inflation Factor) values, are partially employed to substantiate the credibility of the structural framework. For a model to be feasible, the VIF value must be less than 5; otherwise, a higher value indicates that there is collinearity within the latent construct.

The table indicates that the collinearity statistics values for each research variable are far below 5. Therefore, no indications of multicollinearity are seen within the scope of the investigation.

4.7. Coefficient of Determination Analysis (R^2)

The next step is to look at the model. This is also called the model. We want to see if the model we made can really explain things and predict how different hidden variables are connected. To do this we look at two things: the Coefficient of Determination, which is also called R-Square and Predictive Relevance, which is also called Q-Square. We use the model to see how well it works. The structural model is important because it helps us understand the connections, between the variables. We use R-Square and Q-Square to evaluate the model.

4.7.1 Analysis of R-Square Value (R^2)

The R-Square (R2) value reflects the level of predictive strength of a structural model. Essentially, this figure indicates what percentage of the variation within the subordinate (endogenous) variable may be simultaneously clarified by the autonomous (exogenous) variables that influence it. According to the outcomes of data processing conducted with SmartPLS, referring to the visualization in Table in Figure 4.4, the details of the determination coefficient values are outlined in the following manner:

Table 7. Analysis of R-Square Value (R^2)

Variable	R-Square Value
Organizational Commitment (Y)	0.479
Employee Performance (Z)	0.453

Source:Authors (2026)

Based on the empirical data presented above, the substantial meaning of the contribution of each variable can be interpreted more deeply:

1. Organizational Commitment Variable (Z) This research model produces an R2 value of 0.479 for the Organizational Commitment construct. This figure indicates that the variability or fluctuations in employee work commitment levels can be jointly clarified by the contributions of the Organizational Culture (X1) and Work Ethic (X2) variables by 47.9%. Meanwhile, the remaining larger portion of 52.1% is controlled by other factors outside of this structural modeling that are not included in the study. In SEM-PLS literature, a predictive strength approaching 0.50 is categorized as moderate or fairly substantial.
2. Employee Performance Variable (Y) In the main construct, namely Employee Performance, an R2 value of 0.453 is found. This means that the variations in employee work performance are determined by the collaborative stimulation from Organizational Culture (X1), Work Ethic (X2), and are further strengthened by the intervention role of Organizational Commitment (Y) by 45.3%. On the other hand, the remaining variation of 54.7% is an area affected by additional external factors beyond the limits of this research. Similar to intermediary variables, the model's ability to predict employee performance is also classified at a moderate level.

4.7.2 Calculation of Q-Square Predictive Relevance (Q2) Mathematical Formula

In addition to relying on the R-Square value, the goodness of the structural model will be even stronger when tested using the Predictive Relevance (Q^2) parameter. This test is intended to validate whether the designed structural model has relevant predictive accuracy against field observational data.

If the calculated value results in $Q^2 > 0$, the model is deemed to possess effective forecasting capabilities oundation. If the value is less than zero which means Q2 is less than or equal to 0 then the model does not really tell us much about what will happen. The Q2 model is not very good, at predicting things in this case. The athematical formula to integrate all determination values into the Q^2 index is as follows:

$Q^2 = 1 - (1 - R^2_1 \text{ X } (1 - R^2_2)$

Where:

• The R^2_1 value shows how well the Organizational Commitment variable is explained. This value is 0.479. So the R21 is actually a measure of the R-Square value, for the Organizational Commitment variable. It tells us that the Organizational Commitment variable has an R-Square value of 0.479.

• R^2_2 = R-Square value for the second endogenous variable (Employee Performance) = 0.453By substituting the experiential values from Figure 4.4 into the mathematical equation, the calculation process is as follows:

$Q^2 = 1 - (1 - 0{,}479) \text{ X } (1 - 0{,}453)$

$Q^2 = 1 - (0{,}521) \text{ X } (0{,}547)$

$Q^2 = 1 - 0{,}284987$

$Q^2 = 0{,}715013 \longrightarrow 0{,}715$

Discussion of Final Q-Square

From the calculations we get a Q2 value of 0.715. This result shows that the research model is really good. The Q2 value of 0.715 is more than zero so we can say that the structural model is very good, at predicting things.

The 71.5 percent figure shows that Organizational Culture and Work Ethic are connected through Organizational Commitment. This connection helps us understand how Employee Performance changes in the organization where we did the study. It makes sense. Is a good way to predict what will happen with Employee Performance. Organizational Culture and Work Ethic are important because they affect Employee Performance through Organizational Commitment.

4.8. F-Square Analysis

According to the structural model, a predictive construct with an f-square value below 0.02 indicates that it has no significant practical impact. On the other hand, the effect size is regarded as weak at 0.02, moderate at 0.15, and large at 0.35. The f^2 values acquired are outlined according to these criteria as follows:

Table 8. F-Square Analysis

Variable	Komitmen Organisasi	Kinerja Karyawan
Organizational Culture (X1)	0.227	0.004
Work Ethic (X2)	0.188	0.288
Organizational Commitment (Z)		0.027

Source:Authors (2026)

After analyzing the combined contributions via the coefficient of determination (R2), the following step in evaluating the structural model (inner model) intends to examine the effect size or f-Square (f). The R^2 value offers a general overview of the model's overall predictive capability, whereas the f^2 value is used to assess the individual "weight of influence" of each exogenous variable when it is added or removed from the model in relation to its

endogenous variable. Based on criteria established by Cohen, the size of the f^2 value can be divided into three primary categories:

- A value ranging from 0.02 to less than 0.15 signifies a small (weak) effect.
- A value of $0.15 \leq f^2 < 0.35$ signifies a moderate (medium) impact.
- A value of $f^2 \geq 0.35$ signifies a large (strong) effect.
- A value lower than 0.02 indicates that the variable has nearly no individual structural impact.

According to the output data from SmartPLS displayed in the document image_49a500.png, a summary of the f^2 values is provided in Table 4.X below:

Analysis and Discussion of f-Square ValuesThrough the distribution of values in Table 4.X above, the characteristics of the individual contributions of each variable can be examined in a more nuanced and in-depth manner:

1. Impact of Organizational Culture on Internal Variables
   - Regarding Commitment to the Organization: The f2 value is 0.227. This number is between 0.15 and 0.35. That means Organizational Culture is really important for making employees care about the Organization. It shows that a good work atmosphere and the principles of the Organization are very important for making employees loyal, to the Organization. The Organization needs to have a culture to make employees dedicated to the Organization.
   - Regarding Employee Performance: The number we got for f2 is really small it is 0.004 which is than 0.02. This tells us that when we look at Organizational Culture by itself it does not have an effect on how well people do their jobs. This means that just having an Organizational Culture is not enough to make people perform better at work. We think that something else needs to happen to make the Organizational Culture actually work and improve Employee Performance. This is why we believe that Employee Performance and Organizational Culture need something in, between to make a difference.
2. The Impact of Work Ethic on Internal Variables
   - When it comes to Commitment, we found a value of 0.188. This puts it in a range. Organizational Commitment seems to be fairly steady. The internal characteristics of individuals, reflected in the enthusiasm and totality of employee work, prove to contribute proportionally to the formation of emotional attachment to the organization.
   - On Employee Performance: It produces an f^2 value of 0.288. This figure is the highest effect size in the performance column of this model, further confirming Work Ethos as an independent variable that has a moderately strong contribution to driving employee productivity independently.
3. The Impact of Organizational Commitment on Employee Performance
   - This path produces an f^2 value of 0.027. Referring to Cohen's threshold, this figure is slightly above 0.02, which means that Organizational Commitment has only a small or weak effect size in boosting work performance directly when the work ethos variable is controlled in the structural model.

4.8.1. Konfirmasi Integratif terhadap Nilai Q-Square Prediktif (Q^2)

Melalui konfirmasi dinamika kekuatan pengaruh parsial (f^2) di atas, ketepatan menyeluruh dari model struktural ini dapat divalidasi kembali lewat pembuktian matematis indeks relevansi prediktif atau *Q-Square* (Q^2). Rumus matematis yang mengintegrasikan koefisien determinasi model (R^2_1 = 0,479 dan R^2_2 = 0,453) dirumuskan sebagai berikut:

4.8.2. Integrative Confirmation of the Predictive Q-Square Value (Q^2)

Through the confirmation of the dynamics of partial effect strength (f^2) above, the overall accuracy of this structural model can be validated again through mathematical proof of the predictive relevance index or Q-Square (Q^2). The formula that combines the model's coefficient of determination (R21 = 0.479 and R22 = 0.453) is expressed as:

$Q^2 = 1 - (1- R^2_1) \text{ X } (1 – R^2_2)$

By substituting the coefficient values into the structural formula:

$Q^2 = 1- (1\text{-}0{,}479) \text{ X } (1\text{-}0{,}453)$

$Q^2 = 1- (0{,}521) \text{ X } (0{,}547)$

$Q^2 = 1- 0{,}284987$

$Q^2 = 0{,}715013 \rightarrow 0{,}715$

4.9. Hypothesis Testing

The internal structure model is evaluated by employing R-squared values, pathway coefficients, and T-values to analyze the research hypotheses. The T-statistics values and significant P-values associated with the current constructs determine whether a hypothesis is accepted or rejected. These statistical characteristics are derived through a statistical resampling technique.

Table 9. Integrative Confirmation of the Predictive Q-Square Value (Q^2)

Hypothesis	Variable	Original Sample (O)	Simple Mean (M)	Standard Deviation (Stdev)	T Statistik (Io/Stdev)	Value
H1	Org. Culture > Org. Commitment	0.411	0.420	0.091	4.501	0.000
H2	Work Ethic > Org. Commitment	0.375	0.378	0.092	4.058	0.000
H3	Org. Commitment > Employee Performance	0.170	0.163	0.154	1.106	0.269
H4	Org. Culture > Employee Performance	0.059	0.069	0.120	0.493	0.622
H5	Work Ethic > Employee Performance	0.518	0.519	0.120	4.306	0.000
H6	Org. Culture > Org. Commitment > Employee Performance	0.070	0.066	0.066	1.057	0.290
H7	Work Ethic > Org. Commitment > Employee Performance	0.064	0.065	0.067	0.950	0.342

Source:Authors (2026)

After all the prerequisites of the measurement model (outer model) and structural model (inner model) are met, the core stage of this data analysis is to conduct testing hypotheses. Certainly step aims to empirically prove regardless of the theoretical assumptions suggested at the beginning of the research can be accepted or must be rejected.

Hypothesis testing in the SEM-PLS model is conducted using the bootstrapping method to generate path coefficients (Original Sample), T-statistic coefficients, and P-value significance. The comparison values used as the basis for decision-making refer to non-parametric statistical standards:

- The hypothesis is considered accepted (notable) when the T-statistic surpasses 1.96 and the P-value falls below 0.05.
- The assumption is considered rejected (not significant) if the T-statistic value is ≤ 1.96 or the P-value is ≥ 0.05.

Drawing from the outcomes of the bootstrapping data analysis shown in Figure 4.6 (corresponding to the coefficient flow in Figure 4.1), a concise overview of the hypothesis testing conclusions is provided in the table below:

(Note: The Z1 symbol in your data table represents the direction of influence towards or through mediating/endogenous variables).

4.9.1 Analysis and Discussion of Direct Effects

Based on the statistical calculations in Table 4.X, here is a detailed description of the findings regarding direct effects among variables:

- The Impact of Commitment to the Organization on Employee Performance
  The analysis found that commitment to the organization has a small effect on employee performance. The numbers show that the effect is 0.170. It is not strong enough to be important. The T-statistic is 1.106 which's less than 1.96 and the P-value is 0.269, which is much higher than 0.05. This means that we cannot say that commitment to the organization really affects employee performance. So we have to dismiss the idea that commitment to the organization's a big factor in how well employees do their jobs. The commitment of employees to the organization does not seem to make a difference in their performance results. Commitment, to the organization is just not that important when it comes to employee performance.
- The Second Part: How Workplace Culture Affects Our Commitment to the Organization
  This connection shows a result of 0.411. The calculated T-statistic is very high at 4.501 with a P-value of 0.000. So the Second Part is correct. This example shows that when employees have an positive view of the organizations culture they are more loyal and committed to the organization. The Workplace Culture has an influence on our commitment to the organization.
- The Third Part: How Workplace Culture Affects Employee Performance
  The direct relationship between Workplace Culture and Employee Performance is not very strong with a value of 0.059. The T-statistic is low at 0.493. The P-value is 0.622. These results mean the Third Part is not correct. In fact a strong Workplace Culture does not automatically make employees work better every day unless other

things are, in place to support it. The Workplace Culture needs factors to work together to really affect Employee Performance.

- The test of the idea that Work Ethic affects Organizational Loyalty showed some results.
  We got a path coefficient of 0.375, a T-statistic of 4.058 and a P-value of 0.000. These results mean that the fourth idea we looked at which is H4 is actually true. This means that people who have a Work Ethic will naturally feel very loyal, to the company and want to help it succeed.
- The idea that Work Ethic influences Employee Efficiency is also important.
  When we looked at this we found the coefficient value, which is 0.518. We also got a T-statistic of 4.306 and a P-value of 0.000 which confirms the idea, H5. This is a deal because it shows that Work Ethic is the main reason why employees do their jobs well. Work Ethic is what drives people to perform at Work Ethic and that is really important for companies to know.

4.9.2 Analysis and Reflection on the Indirect Effect / Mediation The mediation investigation aims to evaluate how Organizational Commitment serves as a bridge between the influence of Organizational Culture and Work Ethic on Employee Performance.

- H6: The influence of organizational culture on employee performance via Organizational Commitment has an indirect effect of 0.070, with a T-statistic of 1.057 and a P-value of 0.290. As the P-value exceeds 0.05, Hypothesis Six (H6) is dismissed. This demonstrates that Organizational Commitment does not serve as an intermediary factor linking Organizational Culture and Employee Effectiveness.
- H7: The Effect of Work Ethic on Employee Performance via Organizational Commitment According to the final row of the data table, the mediation coefficient is noted as 0.064, with a T-statistic of 0.950 and a P-value of 0.342. This outcome validates the rejection of Hypothesis Seven (H7). To put it differently, Organizational Commitment lacks the ability to enhance the connection between Work Ethic and the advancement of Employee Performance.

Conclusion of Hypothesis Testing

Of the 7 (seven) hypotheses put forward in this structural modeling, 3 hypotheses were validated (H2, H4, and H5) while 4 hypotheses were dismissed (H1, H3, H6, and H7). The key finding of this research is that what drives performance is not what you might expect. It's actually individuals, motivation that matters most. Specificall, their Work Ethic (X2) plays a role. Work Ethic is the factor that affects how well people perform. It has an impact ($f^2 = 0.288$ and $\beta = 0.518$). This means that when people are motivated to work they do better. Organizational Culture and Commitment are important too. In a different way. They help make employees feel better at work. However they don't directly lead to productivity. The reason, for this is that the organization has a centralized structure. This structure is very dominant. Doesn't allow for much flexibility. As a result it overshadows the existing workplace culture.

The thing is, when we look at the numbers we can see that the ideas that something is in between commitment and performance like the paths H6 and H7 and the direct line from commitment to performance which's H1 can be explained by the idea of 'decoupling' from Institutional Theory, which was talked about by Meyer and Rowan back in 1977. At Lemdiklat Polri people do their jobs because they have to not because they feel like it. This is because the organization is very controlled and bureaucratic. Even though we have a digital culture and people work hard which makes them feel loyal and committed this does not really affect how well they do their jobs.

The reason is that the organization has a strict command structure, which decides how performance is measured. This means that commitment does not really affect performance and the only thing that really makes a difference is how hard people work, which is shown by the number X2 and this really does make a difference, in how productive people are, with a value of 0.518 and f2 of 0.288.

5. CONCLUSION

5.1 Conclusion

Based on the data analysis and discussions presented in Chapter IV using the Partial Least Squares approach for Structural Equation Modeling, the findings of this research can be outlined as follows:

1. Sure, I can help with that. Please provide the text you'd like me to paraphrase. Kindly share the text you want me to rephrase. The Effect of Organizational Commitment on Employee Performance: The study showed that Organizational Commitment does not impact Employee Performance. This indicates that when people feel a connection to their organization it does not necessarily make them work better.
2. The Impact of Corporate Organizational Commitment and Culture: The research indicated that Company Culture influences Organizational Commitment. Organizational Culture has a coefficient of 0.411, a T-statistic of 4.501, and a P-value of 0.000. This suggests that when individuals, similar to the culture within their organization they are more likely to be committed to Commitment. The the culture the more people will like working for the organization and the more they will be committed to Commitment to the Organization.
3. The Impact of Corporate Culture on Worker Productivity (H3 Rejected): Organizational culture does not have a direct impact on employee performance. in a significant way. The observed direct path coefficient is quite

low, measured at 0.059, with a T-statistic of merely 0.493 (< 1.96) and a P-value of 0.622 (> 0.05). In reality, the existence of a robust organizational culture in the workplace may not directly affect the daily output of employees if it is not supported by the availability of other operational elements.

4. It has a big impact on how committed people are to the organization they work for, the numbers show that work ethos is linked to commitment, the value of the path coefficient is 0.375. The T-statistic is 4.058, and the P-value is 0.000. this means that people who have a work ethos with qualities like a strong work spirit and high responsibility will probably feel very committed, to the organization they work for and feel like they belong there, the work ethos of a person is what makes them feel this way about the organization, the organization benefits from people who have a work ethos because they are more inclined to be dedicated to the organization.
5. The Effect of Work Ethic on Employee Productivity (H5 Affirmed): Work ethos has been shown to have a positive and significant effect on employee performance. This path has the largest coefficient in the overall model, namely 0.518 with a T-statistic value of 4.306 and a P-value of 0.000. This finding provides crucial empirical evidence that work ethos is the most dominant key driver that directly leads to superior work performance among members.
6. The Impact of Organizational Culture on Employee Performance with Organizational Commitment as a Moderator, organizational Culture and Employee Performance is unaffected by organizational Commitment, help to make this connection stronger, the indirect impact of Organizational Culture on Employee Performanceis very small at 0.070, the T-statistic is 1.057 which's less than 1.96 and the P-value is 0.290 which is more than 0.05.The Effect of Organizational Culture on Employee Performance with Organizational Commitment serving as a Moderator indicates that Organizational Culture and Employee Performance are not impacted by Organizational Commitment'
7. The Impact of Organizational Commitment in Intervening the Effect of Organizational Culture on Employee Productivity, organizational Engagement does not play a role in establishing the relationship between Organizational Culture and Employee Performance is strengthened, emphasizing the indirect effects of Organizational Culture's influence on Employee Performance remains quite limited at 0.070, the T-statistic is 1.057 which's less than 1.96 and the P-value is 0.290 which is more than 0.05, this indicates that Organizational Commitment has no impact on the connection between Organizational Culture and Employee Performance.
8 The Impact of Organizational Commitment in Intervening the Influence of Work Ethic on Employee Productivity (H7 Rejected): Commitment to the organization fails to mediate or enhance the connection between work ethic and the enhancement of employee performance. The value of the indirect coefficient is noted as 0.064, accompanied through a T-statistic of 0.950 (< 1.96) and a P-value of 0.342 (> 0.05). The predictive capacity of this conceptual framework is classified as moderately strong, reflected by the R-Square values of 47.9% for Organizational Commitment and 45.3% for Employee Performance, along with a significant combined Q-Square Predictive Relevance value of 0.715 (71.5%). The core essence of these results indicates that the key determinants of the real performance quality of members at the research site are solely driven by personal internal motivation, specifically a completely autonomous Work Ethic serving as a productivity catalyst. In contrast, the factors of Organizational Culture and Organizational Commitment serve primarily to create an environment that enhances the emotional well-being of members, yet they have not been able to convert this into tangible physical performance results.

5.2 Suggestions

According to what we found here are some suggestions:

5.2.1 Suggestions (Lemdiklat Polri)

1. Prioritize the Development of Work Ethos Among Members:
   The way people do their jobs has an impact on how well they do their jobs. So people in charge should always make sure that everyone at work is doing a job and feeling good about what they are doing. They should pay attention to the things that make people want to do a good job like being excited about their work and being honest and responsible. They should also make sure people know what they need to do to get a reward for doing a job.. They should have classes to help people deal with stress and feel better. This will help people do their jobs better and feel happy about what they're doing. Organizational leaders should focus on work ethos because it is very important for the performance of members. They need to make sure that work ethos is strong so they should have a system for rewarding people who do a good job and, for helping people who are feeling stressed. This will help the members do their jobs better. It will also help the organization as a whole.
2. Certainly! Please give me the text you want me to rewrite. Change the Work Environment into a place to work like a nice Work Environment where people can do their jobs. The Work Environment should be a place that's easy to work in so the Work Environment is very important, for everyone. Tangible Performance Results:
   While company culture greatly affects how committed members feel (f2 = 0.227) it has a small direct impact on how well they perform physically in the field (f2 = 0.004). Leaders need to evaluate if company values such, as loyalty and discipline are truly understood and practiced. They should not just be followed as a routine. To make sure these values lead to results leaders must make sure the work environment supports them. This can

be done by providing instructions, good facilities and checking progress daily. The goal is to turn work values into real achievements.

5.3 Limitation

This research has a limitation because it relies on surveys that people fill out themselves. These surveys might not show what is really going on inside an organization like Lemdiklat Polri. To do better future studies should use a mix of methods. They should use surveys with numbers. Also do in-depth interviews. It would be really good to do interviews to understand why the sixth idea or H6 was not supported. This idea was about the paths that were not significant. If future researchers use a mix of methods they can find out more, about the things that affect how personnel perform at Lemdiklat Polri. This is especially important when the organization is going through digital changes.

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