

The Influence of Work Ethic, Capability, Work-Life Balance on Employee Performance with Affective Commitment Intervening in BAPPEDA East Java Province

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The Influence of Work Ethic, Capability, *Work-Life Balance* on Employee Performance with Affective Commitment Intervening in BAPPEDA East Java Province

7
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Abstract

Human resources make an enormous contribution to the organization's success, and its employees' performance greatly influences the success that the organization wants to achieve. The development and empowerment of human resources need to be supported by improving employee performance. This study aims to evaluate the influence of work ethic, capability, and work-life balance on employee performance by intervening affective commitment in BAPPEDA East Java Province. This research uses a quantitative approach. The data collection method is a survey with a questionnaire instrument through the Google Forms application. It was analyzed through the SEM-PLS method. The hypothesis was tested using bootstrapping of Smart-PLS V4.0. The respondents were 105 ASN employees in BAPPEDA East Java Province. Using the Likert scale 1-5, the data collection instrument uses work ethic, capability, work-life balance, affective commitment, and employee performance variables. The results showed that work ethic had a significant effect on affective commitment and employee performance, capability had a significant positive impact on affective commitment and employee performance, work-life balance had a significant positive effect on affective commitment and employee performance, the affective commitment had a significant positive impact on employee performance, work ethic mediated by affective commitment had an insignificant effect on employee performance. In contrast, capability and work-life balance mediated by affective commitment significantly impact employee performance. The implications of these findings require continued research to understand better which other factors may be more dominant in influencing work productivity in those environments.

Keywords: *Work ethic, affective commitment, capability, work-life, employee performance*

I. Introduction

Human resources are critical assets for an organization or company, where human resources are also a driver and determinant in the success or failure to achieve an organizational or company goal. Employees, as human resources owned by companies or organizations, occupy a strategic position in an organization, among other resources. Thus, to produce output according to expectations, human resources should be managed and utilized as well as possible. Problems related to human resources are often constantly increasing. Those associated with the supply of skilled labor especially have high adaptability and can deal with ambiguity or confusion.

The performance of its employees dramatically influences the success that a company or organization wants to achieve. Performance is the achievement or achievement of tasks given to employees because the progress of a company or organization is determined by the performance of all its employees (Marwansyah, 2012). According to Suwatno and Priansa (2011), performance results from a work process carried out by humans.

From this, researchers need to examine employee performance as a research variable affecting productivity, efficiency, and organizational effectiveness to achieve regional development goals. The

development and empowerment of human resources in BAPPEDA East Java Province must be supported by improving employee performance. Optimal employee performance can be expected to be good if supported by various factors such as high work ethic, good employee work-life balance management, employee abilities/capabilities by the job desk, and high affective commitment possessed by employees.

One of the factors that affect employee performance is work ethic. Every employee is required to have a work ethic. An organization or company desires to progress and develop; it will involve employees with a work ethic. According to Priansa (2016: 283), work ethic is a set of fundamental attitudes or views employees hold to assess work as a positive thing for improving the quality of life, thus affecting their work behavior in the organization.

Work ethic is a measure to assess how employees run and produce output, which is commonly called work productivity. Civil servants in local government will be seen for their productivity by playing an active role in the program and obeying existing regulations. Efficient and effective in doing tasks so that all waste can be minimized, such as waste of time, cost, and energy. The form of work ethic in ASN BAPPEDA East Java Province is measured from:

1. The presence of *morning apples* on Mondays and other significant days,
2. Relationships between employees at SKPD are created well,
3. Support for the policies of the Leader,
4. Comfortable and orderly organizational culture,
5. Position based on rank and seniority,
6. Penalties/sanctions for policy violations,
7. Openness and socialization of all local government programs,
8. Attachment between SKPD and joint meetings.

Human resources, including civil servants, have an essential role in the continuity and success of the organization. One of the factors that can affect ASN performance is work capability. This intended capability is the capacity of an individual to perform various tasks in an activity. Well-formed capabilities will have a positive influence on employee performance. The low ability of employees also leads to low employee performance. This is revealed by the results of research by Sutapa (2009), Wijaya, A., & Suhaji, S. (2012), which said that capabilities positively affect employee / organizational performance.

Work-life balance is a term that we often hear these days, especially in the world of work. However, it can be interpreted as a condition in which an employee can manage good time and balance between work at his workplace with personal needs, recreation, and family life. With work-life balance, employees are expected to be able to set priorities appropriately between careers at work on the one hand and also life (happiness, family, leisure, and spiritual development) on the other (Kukuh, 2023). The right work-life balance approach is expected to create a superior employee work ethic. Employees who have a good work-life balance are productive and high-performing employees. In addition, he is also happier and more creative because the outside office environment, such as home and friendships, supports his growth. Conversely, if a person does not have an excellent work-life balance, his performance tends to deteriorate and can damage other areas of life. This is due to the high demands of work in this day and age.

In BAPPEDA (Regional et al. Agency) East Java Province, we consistently implement work-life balance implementation initiatives and not just follow the trend model of a modern organization. However, it is carried out to improve employees' performance at BAPPEDA (Regional et al. Agency) East Java Province. Several systems and infrastructures have been provided in implementing work-life balance, including adequate information technology infrastructure to support a conducive work

environment in order to produce effectiveness and efficiency of work implementation to realize the ultimate goal of implementing work-life balance, namely employee satisfaction in line with the achievement of the performance of BAPPEDA (Regional et al. Agency) of East Java Province in general.

The current implementation of *work-life balance* in BAPPEDA (Regional et al. Agency) of East Java Province, such as the implementation of flexi-time, half-day leave, leave for husbands whose wives are in labor, digital signatures, e-mail services, lactation rooms, and *implementation of collaborative workplaces* (co-working spaces). In addition, infrastructure facilities that support *work-life balance* have also been created, including health clinics, fitness centers, and music studios.

However, based on researchers' observations, it was still found that many employees had an increased workload. Also, some jobs were abandoned due to the lack of employees working in the office, so many returned home after 16:00. Employees were forced to postpone unfinished work or work overtime. The increased workload is also found in the BAPPEDA work environment, where employees who are supposed to handle incoming mail sometimes have to do letter numbering or file documents.

BAPPEDA (Regional et al. Agency) of East Java Province is a government institution with a central role in planning and development at the provincial level. This organization is responsible for ensuring that the region's growth runs well, is sustainable, and provides maximum benefits to the community.

Affective commitment is the most potent and consistent dimension regarding employee performance. Saygan (2011) adds that employees are never emotionally committed to the organization but stay on the job because they do not want to lose their job title and salary status. Therefore, a company needs to cultivate its employees' affective commitment. By having a practical commitment, employees will be willing to commit to the company without being influenced by the salary or rewards given by the company. They will be glad to provide their best performance. When employees feel they have an emotional bond and the same goals as the organization, they will give their best effort to achieve a common goal. This maximum effort will be reflected in the work on the tasks assigned by the organization (Ramli, 2018). Employees with a solid affective commitment will continue to work in an organization because of their desires, where employees will feel proud of their organization and strive to always do the best for the organization (Saygan, 2011).

This study will examine the role of affective commitment as an intervening variable. In this case, affective commitment is necessary to achieve maximum performance. Affective commitment can affect the attachment of civil servants to the vision, values, and mission of the public institution where they work. This makes them more likely to stay in the organization in the long run, reducing employee mutation rates and helping retain valuable expertise. In BAPPEDA East Java Province, a better understanding of how affective commitment can mediate the relationship between work ethic, capability, and *work-life balance* with employee performance is essential for improved human resource management.

Research on work ethic, capability, and *work-life balance* has been examined in several different contexts by previous researchers on affective commitment and employee performance but has had different results. Research by Putratama and Puspitadewi (2021) and research conducted by Musa'ada and Ratnasari (2023) found the results showed a significant and strong and positive relationship between work ethic and affective commitment, while Damayanti (2009) found no significant influence on work ethic on commitment. Research by Karauwan and Mintardjo (2015) found that work ethic considerably impacts employee performance. However, this contradicts research from Lamere et al. (2021), which saw work ethic as insignificant to employee performance. Raka's research (2020) found that capabilities significantly affected employee commitment, while Rini et al. (2019) found insignificant results.

Setiawan and Siagian (2017) found a negligible influence on capabilities on employee performance. Research by Foanto, Tunarso, and Kartika (2020) and Rene and Wahyuni (2018) found that *work-life balance* has a significant and positive relationship with affective commitment. Research by Arianti (2022) and other researchers that have been conducted by Ardhita Dewi et al. (2022) found that *work-life balance affects employee performance, while Asari (2022) found an insignificant influence.* Research conducted by Tika, Ardiana, Ridwan (2023) and Sumiati, Raka Ardiana (2018) found that affective commitment has a significant and positive relationship with employee performance. However, Ernanto & Indriyaningrum (2023) found that affective commitment has no significant effect on performance. Thus, differences in results from previous studies create research gaps, so it is necessary to re-examine the influence of work ethic, capability, and *work-life balance* on affective commitment and employee performance in different contexts to provide broader results.

Based on the description above, the author proposes conducting quantitative research to uncover the relationship between work ethic, capability, and work-life balance variables on employee performance with intervening affective commitment.

II. Theoretical Foundation

2.1. Human Resource Management (HRM)

According to Hamali (2018), HRM is a strategic approach to skills, motivation, development, and management of organizing resources. In addition, Prasadja Ricardianto (2018) revealed that Human Resource Management is science or way of managing the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the expected goals (goals) of the company, employees, and society are maximized in line with Suparyadi (2015) which states that Human Resource Management is a system that aims to influence employee attitudes, behavior, and performance in order to be able to make an optimal contribution in order to achieve company goals.

Bray & Rue (2015) added that Human Resource Management is the design of activities that include procuring and coordinating human resources. According to Mangkunegara (2016), the definition of HRM is planning, organizing, implementing, and supervising the procurement, development, remuneration, integration, maintenance, and separation of labor in order to achieve organizational goals.

2.2. Work Ethic

Work ethic means linking values with hard work and perseverance, stigmatizing laziness, fulfilling obligations, and believing that work should be done best (Weber M, 2005). To fulfill obligations means a moral obligation, while perseverance is considered a virtue, that is, a desirable moral quality (Furnham A, 1990). This term describes a work cult manifested in respectful treatment or even respect for work (Grabowski, 2015). Work ethic involves perceiving and treating work as a duty or obligation and as a moral value consisting of norms, prohibitions and commandments, beliefs, attitudes, and behaviors both desirable and undesirable, and things related to work assessment (Grabowski, 2015).

Miller (2002:60) describes seven indicators of the syndrome based on analysis by Furnham (1990), namely:

1. Independence
2. Strive
3. Morality/Ethics
4. Free Time Activities
5. Centrality of Work
6. Late Gratification

7. Time Wasted

These components can be orderly and structured. At the core of a high work ethic is the belief that work is a central value in life, so it should be done perfectly and honestly. The results of new research on Van der Wal Z.'s (2020) study on the relationship of ethical culture and leadership to employee innovation are worth mentioning.

2.3. Capability

According to KBBI (2014), capability is also the same as competence, namely ability. However, the meaning of capability is not limited to having skills but more than that. Understand more in detail so that you master your abilities, from points of weakness to how to overcome them. According to Baker and Sinkula (2005), capability is a specific set of skills, procedures, and processes that can leverage competitive advantage resources. According to Amir (2011: 86), capability is the ability to exploit the resources owned within and within the organization and the potential of oneself to carry out certain activities or a series of activities. Like an individual, not necessarily someone with talent; for example, a piano player can play the piano well. It is primarily determined by how he develops it with practice and study. This is supported by Robbins's opinion (2007), which means that ability is a capacity each individual possesses to carry out their duties. So, it can be concluded that ability is an assessment or measure of the person's actions.

According to Robbins (2007: 57), the overall ability of an individual consists of two groups of factors, namely:

1. Intellectual abilities,
2. Physical abilities.

According to Ruky (2006: 107), to clarify work standards and directions to be achieved, specific skills, knowledge, and characteristics are needed at work, as well as what behaviors affect job satisfaction, ultimately affecting performance.

2.4. Work-Life Balance

Work-life balance is a theory that explains how individuals manage the work environment, family, and boundaries between the two to achieve balance (Clark, 2000). This theory believes that "work and family" are based on different domains or environments and can influence each other. Lazar, Osoian, and Ratiu (2010) stated that from the beginning, it is essential to understand that work-life balance does not mean allocating the same amount of time to other jobs and roles. However, in a broader sense, work-life balance is defined as the level of satisfaction with various roles involved. Hill, C., Koch, & Hill (2014) state that *work-life balance* is generally associated with a balance point or effort to keep various roles lived in life to remain aligned. Rincy & Panchanatham (2010) also believe that *work-life balance* is a condition where the conflict experienced by individuals is low, and their roles in work and family can run well.

Work-life balance is a term used to describe workplace practices that recognize and aim to support employee needs in balancing the demands of family and work life (Purohit, 2013). *The Work Foundation*, formerly *Industrial Society*, believes that *work-life balance* is about individuals having control over when, where, and how they work. This can only be achieved when the right of individuals to fulfill life, both inside and outside work, is accepted and valued as a mutually beneficial norm for individuals, business groups, and society (Purohit, 2013). *Work-family balance* arises from recognizing that work and personal/family life can lead to conflict (Purohit, 2013).

According to Rincy & Panchanatham (2010), there are four indicators in measuring *work-life balance*, including:

1. **Intrusion of personal life into work (IPLW)**
This dimension refers to how much the domain of an individual's personal (family) life disrupts the domain of their work life. For example, individuals often procrastinate because there are tasks or dependents related to the household that must be completed. As a result, the individual's performance decreases.
2. **Intrusion of work into personal life (IWPL)**
This dimension refers to how far the work domain distracts the personal (family) life domain. For example, due to difficulty managing time when completing office work, individuals cannot devote time to interacting with their families.
3. **Work enhancement by personal life (WEPL)**
This dimension refers to how much an individual's performance at work has improved due to personal life, such as when an individual's confidence at work increases because his personal life is pleasant.
4. **Personal life enhancement by work (PLEW)**
This dimension refers to how much improvement in the quality of personal (family) life is caused by work. For example, punctual habits are a culture in the workplace, making individuals punctual when doing household tasks. This dimension explains how positive work cravings can improve a positive personal life.

2.5. Komitmen Afektif

Affective commitment is part of organizational commitment, which refers to the emotional side inherent in an employee's involvement. This commitment is formed as a result of the organization making employees have a solid belief in following all organizational values and striving to realize organizational goals as the priority. Employees will also maintain their membership (Kartika, 2011). There are several antecedents of affective commitment that have been identified, including personal characteristics, structural characteristics, work-related characteristics, and work experience. In Kartika's opinion (2011), work experience has the most robust and consistent relationship. Employees who have worked long enough in an organization consistent in expectations and satisfaction of basic needs will tend to form stronger affective bonds with the organization than employees who have less experience or are less satisfied with their needs (Meyer et al., 1993).

As for measuring affective commitment, it can be assessed from several indicators. Meyer, Allen, & Smith (1993) suggest affective commitment can be assessed from several indicators, namely:

1. Has a deep meaning personally,
2. Strong sense of belonging to the organization,
3. Be proud to share things about the organization with others,
4. Emotionally attached to the organization,
5. Happy to be able to work in the organization until retirement,
6. Enjoys discussing the organization with others outside the organization.

2.6. Work Performance

Performance itself is defined as the result of work or work performance. Mangkunegara (2013: 67) said that performance results from work in quality and quantity achieved by a person in carrying out his functions according to his responsibilities. There are two essential components in performance, namely:

1. Competence
That is, the individual or organization can identify its level of performance.

2. Productivity

The above competencies can be implemented into appropriate actions or activities to achieve performance.

Hasibuan (2002: 105) said performance is a result obtained from a person carrying out the tasks assigned to him, which are based on ability, experience, sincerity, and time. Performance records *outcomes* from certain employee functions or activities during a specific period. The performance of a position as a whole is equal to the sum (average) of the performance of employee functions or activities performed.

According to Robbins (2006: 260), to measure employee performance personally, there are six indicators, namely:

1. Quality, the quality of work produced by employees.
2. Quantity is the amount of labor produced by employees.
3. Punctuality is employees' ability to complete tasks at a predetermined time.
4. Effectiveness is the degree of use of available resources to achieve work goals.
5. Initiative is employees' ability to take actions or steps necessary to achieve work goals.
6. Cooperation is the ability of employees to cooperate with colleagues and superiors.

III. Conceptual Framework and Hypothesis

Based on the theories submitted, a conceptual framework can be prepared to be used as a line of thinking and as a basis for the research described in Figure 1. Next:

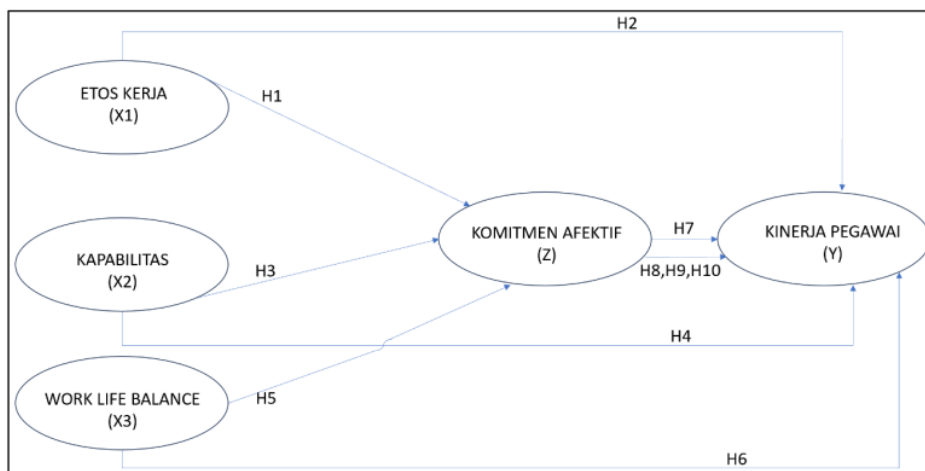


Figure 1. Conceptual Framework of the Influence of Work Ethic, Capability, and *Work-Life Balance* on Employee Performance with Affective Commitment Intervening in BAPPEDA East Java Province

Based on the explanation of the theoretical foundation, previous research, and conceptual framework, as stated in Figure 1, the following research hypotheses can be proposed:

H1: Work ethic significantly affects affective commitment in BAPPEDA East Java Province.

H2: Work ethic significantly affects employee performance at BAPPEDA East Java Province.

H3: Capability significantly affects affective commitment in BAPPEDA East Java Province.

H4: Capability significantly affects employee performance in BAPPEDA East Java Province.

H5: *Work-life balance* significantly affects affective commitment in BAPPEDA East Java Province.

- H6: *Work-life balance significantly affects* employee performance in BAPPEDA East Java Province.
- H7: Affective commitment significantly affects employee performance in BAPPEDA East Java Province.
- H8: Work ethic mediated by affective commitment significantly affects employee performance in BAPPEDA East Java Province.
- H9: Affective commitment-mediated capabilities significantly affect employee performance in BAPPEDA East Java Province.
- H10: *Work-life balance* mediated by affective commitment significantly affects employee performance in BAPPEDA East Java Province.

IV. Research Methods

This research is included in the explanatory research type, and the data obtained is derived from the answers collected from respondents. In this study, the instrument used for data collection was a questionnaire. Researchers will distribute questionnaires in *Google Form online forms* that are distributed with links (*links*). Before being used to collect data, the questionnaire's list of questions or statements is tested for validity and reliability. Answers from questionnaire *items* are arranged based on the Likert scale at intervals of one to five. From the questionnaire, it consists of respondents' data (gender, age, last education, length of work, and which field he worked). The questionnaire is designed according to research needs and contains indicators of each variable studied. Questionnaires are anonymous and are assigned respondent numbers and filling instructions, and contain questions with fill-in-the-box answers for demographic data and questions with selected answers with the notation "1" to "5".

This research was conducted by BAPPEDA East Java Province, an agency owned by the Provincial Government responsible for formulating regional development policies and strategies at the provincial level.

4.1. Research Subjects

This study's research subjects or respondents are civil servants who work in BAPPEDA East Java Province.

4.2. Population

Researchers determined all civil servants in BAPPEDA East Java Province to be a population of 137 people.

4.3. Sample

Sample determination in this study used the formula of Slovin (1960), with a value of $e = 5\%$

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{137}{1 + 137(0,05)^2}$$

$n = 102,04$; adjusted by researchers to 105.

Thus, a sample of 105 employee respondents in BAPPEDA East Java Province was obtained. This sample will later be taken as a small part for questionnaire testing. For the questionnaire trial, researchers will use as many as 20 respondents randomly from a total of predetermined respondents.

4.4. Research Variables

1. Independent Variable

They are also called exogenous constructs. It is a variable whose value is not affected by changes from other variables, but its value affects the value of the dependent variable. This independent variable is given the symbol "X." In this study, the independent/exogenous variables are:

1. Work ethic (X1),
2. Employee Capabilities (X2),
3. *Work-Life Balance* (X3).

2. Variable *intervention*

Variables that theoretically influence the relationship between the independent and dependent variables become indirect relationships and cannot be observed and measured. *This intervening variable* is given the symbol "Z." In this study, *the intervening variable* was Affective Commitment (Z).

3. Variable *Dependencies*

A *dependent* or bound variable (endogenous construct) is a variable whose value changes with changes in the value of other variables. The dependent variable or *dependent variable* is the center of attention of the researcher. In contrast, the variable that is the center of attention indicates that the variable is sought to be formed. The *dependent variable* or bound variable is given the symbol "Y." In this study, the dependent variable is Employee Performance (Y).

4.5. Data Analysis Techniques

Based on the conceptual framework and research design built, this research uses SEM (*Structural Equation Model*) analysis techniques through the SmartPLS Version 4.3 program. This analysis tool was chosen because by using the SEM method, it will be able to know *the influence of a variable* directly or indirectly *on other variables* simultaneously. Another advantage of SEM is that relationship models and structures form and explain causality between factors, allowing simultaneous testing of relatively complex variable relationships. The relationship between these complicated variables can be built *between the dependent variable and one or several independent variables* (Ferdinand, 2011, p. 40).

Validity measurement includes testing how well the value of an instrument developed in measuring a study. The higher the instrument's value, the better it represents research questions (Andreas Wijaya, 2019, p. 47). To measure validity, the relationship between variables, namely Discriminant Validity and Average Variance Extracted (AVE) with the expected AVE value 0.5, must be tested (Andreas Wijaya, 2019, p. 101). *The validity test with the SmartPLS Version 4.0 program can be seen from the loading factor value for each construct indicator. The condition usually used to assess validity is that the loading factor value must be more than 0.70.*

Reliability tests are carried out to prove instruments' accuracy, consistency, and accuracy *in measuring constructs. In PLS-SEM, use the SmartPLS program version 4.0. Measuring the reliability of a construct with reflexive indicators can be done by calculating the composite reliability value. The condition usually used to assess construct reliability is that composite reliability must be greater than 0.7 for confirmatory research, and values of 0.6–0.7 are still acceptable for exploratory research (Ghozali & Latan, 2015, p. 75).*

Testing of structural models can be done by looking at the value of the coefficient of determination (R^2), commonly called R-square, where an evaluation produces good results if the coefficient of the relationship between variables is statistically significant, namely t-statistics greater than t-table, with p-value and alpha (α) values of 5% is less than 0.05. The t-table value for 5% alpha is 1.96.

4.6. Hypothesis Testing

At this stage, the researcher will get the truth from the existing data to conclude whether the hypothesis proposed is true. Structural model testing in PLS is done with the help of SmartPLS software Version 2.0 for Windows. Hypothesis testing uses the *bootstrapping* method when processing structural models developed by Geisser and Stone. The statistical test used is the t-statistic or t-test. The application of *bootstrapping* methods, allowing the validity of freely distributed data, does not require average distribution assumptions and does not require large samples, for hypothesis testing is done by looking at the probability value and statistics. The p-value with an alpha of 5% is less than 0.05 for probability values. The t-table value for 5% alpha is 1.96. So, the criterion for acceptance of the hypothesis is when t-statistics > t-tables. The test is carried out with a t-test; if a p-value of ≤ 0.05 (alpha 5%) is obtained, it can be significant.

V. Analysis of Research Results

5.1. Characteristics of Respondents

Data collection is carried out by direct distribution to respondents. For this questionnaire distribution activity, as many as 47 questions were asked in this questionnaire. The questionnaires were distributed in the fourth week of November – the first week of December 2023. The results of 105 respondents who responded to the questionnaire were declared valid. Furthermore, respondent data will be explained based on Gender, Age, Length of Work, and Education Level.

Table 1. Characteristics of Respondents

Gender	Number of Respondents	Percentage
Male	57	54%
Female	48	46%
Total	105	100%
Age	Number of Respondents	Percentage
20 - 29 y.o	17	16%
30 - 39 y.o	25	24%
40 - 49 y.o	25	24%
50 - 59 y.o	38	36%
Total	105	100%
Length of Work	Number of Respondents	Percentage
< 1 year	5	5%
above one year - 5 years	22	21%
above five years - 10 years	10	10%
over ten years - 15 years	12	11%
over 15 years old	56	53%
Total	105	100%

Tingkat Pendidikan	Number of Respondents	Percentage
High School / Equivalent	18	17%
D3 / Equivalent	3	3%
S1 / D4 / Equivalent	55	52%
S2	29	28%
Total	105	100%

Source: Primary data from research results, processed (2023)

Table 1. shows that the most significant frequency of respondents in this study is male gender, with the number of respondents as many as 57 respondents and a percentage of 54%, whereas respondents female sex amounted to 48 respondents with a percentage of 46%. The most significant frequency based on age is respondents with an age range of 50-59 years, with a total of 38 respondents and a percentage of 36%, while respondents with an age range of 20-29 years amounted to 17 respondents and a percentage of 16%, respondents with an age range of 30-39 years and 40-49 years had the same number of respondents, namely in each group of 25 people with the same percentage in each age group of 24%. Furthermore, it can be seen that the most significant frequency based on length of work is respondents with a frequency of working over 15 years, which is 56 respondents with a percentage of 53%, while the minor frequency of respondents is the group of working for < 1 year (under one year), which is only five respondents with a percentage of 5%. The long-range group working over one year - 5 years amounted to 22 respondents with a percentage of 21%, the long-range group worked over five years - 10 years amounted to 10 respondents with a percentage of 10%, while the long-range group worked over ten years - 15 years amounted to 12 respondents with a percentage of 11%. The most significant frequency of respondents in this study were those who had received education at the S1 / D4 / equivalent level, with a total of 55 respondents with a percentage of 52%. At the same time, the lowest frequency of respondents is in the group of respondents who have received education at the level of D3 / equivalent, amounting to 3 respondents with a percentage of 3%. The respondents with high school / equivalent education level amounted to 18 respondents, a percentage of 17%, while respondents with S2 education level were 29, or 28%.

5.2. Validity Test

5.2.1. Convergent Validity Test

Convergent validity means that a set of indicators represents a single latent variable and underlies that latent variable. Convergent testing can assess validity based on outer loadings or *loading factors* and *Average Variance Extracted (AVE)*. Usually, research uses a *loading factor limit* of 0.70 (Ghozali, 2016).

Table 2. Convergent Validity Test

Construct	Item	Loading Factor (> 0,7)	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Ethic (X1)	X1.1.1	0,795	0,922	0,935	0,615
	X1.1.2	0,804			
	X1.2.1	0,79			
	X1.2.2	0,772			
	X1.2.3	0,754			
	X1.2.4	0,794			
	X1.3.1	0,752			
	X1.3.2	0,767			
	X1.3.3	0,824			

Construct	Item	Loading Factor (> 0,7)	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Capabilities (X2)	X2.1.1	0,754	0,9	0,921	0,625
	X2.1.2	0,788			
	X2.2.1	0,836			
	X2.2.2	0,766			
	X2.2.3	0,828			
	X2.3.1	0,753			
Work-Life Balanced (X3)	X2.3.2	0,805	0,927	0,939	0,606
	X3.1.1	0,779			
	X3.1.2	0,785			
	X3.2.1	0,766			
	X3.2.2	0,815			
	X3.2.3	0,782			
	X3.3.1	0,779			
	X3.3.2	0,702			
Affective Commitment (Z)	X3.3.3	0,817	0,962	0,967	0,748
	X3.4.1	0,82			
	X3.4.2	0,727			
	Z.1.1	0,782			
	Z.1.2	0,817			
	Z.2.1	0,798			
	Z.2.2	0,606			
	Z.3.1	0,665			
	Z.3.2	0,632			
	Z.3.3	0,702			
Employee Performance (Y)	Z.4.1	0,619	0,865	0,865	0,597
	Z.4.2	0,777			
	Z.4.3	0,65			
	Z.4.4	0,771			
	Y.1.1	0,839			
	Y.1.2	0,847			
	Y.2.1	0,86			
	Y.2.2	0,863			
	Y.3.1	0,848			
Y.3.2	0,889				
Y.4.1	0,88				
Y.4.2	0,865				
Y.5.1	0,86				
Y.5.2	0,897				

Source: Primary data from research results, processed (2023)

Table 2 shows the majority of outer loading > 0.7. However, there are five indicators whose outer loading value < 0.7, namely Z.2.2, Z.3.1, Z.3.2, Z.4.1, and Z.4.3. This result was obtained when a questionnaire trial was conducted on 20 respondents. Furthermore, the five items were excluded/reduced from the research model. All indicators that met the criteria of convergent validity were distributed questionnaires to 85 respondents. After obtaining data from 85 respondents, all items of *outer loading value* > 0.7. After meeting the convergent validity requirements, conduct a follow-up test by looking at the validity of the discrimination.

Based on Table 2, the AVE value on the latent variable Work Ethic (0.615); Capability (0.625); *Work-Life Balanced* (0.606); Employee Performance (0.748); and Affective Commitment (0.597) is

worth > 0.50. So, it can be said that all variables in this study have been discriminantly valid because the AVE value of each variable is > 0.5. In addition, the analysis results state that all values of Cronbach's Alpha and composite reliability of each variable are more significant than 0.7, which means that all variables are reliable and have met the test criteria.

5.2.2. Discriminant Validity

Discriminant validity is testing construct validity by predicting the indicator size of each block (Ghozali, 2016). The discriminant validity of one of them can be seen by comparing the AVE value with the correlation between other constructs in the model. If the AVE root value > 0.50, the description's validity is achieved (Sekaran & Bougie, 2016). This study tests the validity of discriminants based on the *Fornell-Larcker Criterion*.

Table 3. Discriminant Validity based on Fornell-Larcker Criterion

	X1	X2	X3	Z	Y
X1	0,784				
X2	0,758	0,791			
X3	0,574	0,627	0,778		
Z	0,700	0,734	0,677	0,773	
Y	0,734	0,779	0,711	0,744	0,865

Source: Primary data from research results, processed (2023)

Table 3 shows that each statement indicator has the highest *loading factor* value in the tested latent construct than the other latent construct, meaning that each latent construct can predict each statement indicator well. In other words, the validity of the discriminant is valid. So, it can be concluded that all constructs meet the discriminant validity criterion.

5.3. Structure Model Test

This test aims to determine how much the ability of the independent variable model to explain the dependent variable. The coefficient of determination (*R-Square*) essentially measures how far the model can explain the variation of the dependent variable. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Chin, 1998, 2010).

5.3.1. R-Square

The R-squared value (R^2) measures the proportion of variation in the value of an affected variable that can be explained by the variable affecting it.

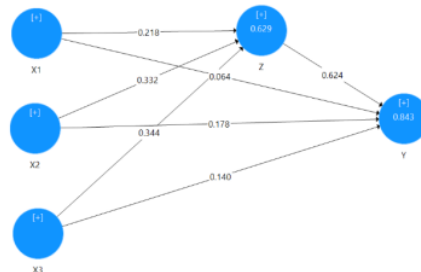


Figure 2. R-Square Value Output

The R^2 value of the independent variables "Work Ethic," "Capability," and "Work-Life Balanced" against the dependent variable "Employee Performance" is 0.843. This value is categorized as substance (strength), so it can be concluded that the three independent variables strongly influence and level the dependent variable. Meanwhile, the R^2 value of the independent variables "Work Ethic," "Capability," and "Work-Life Balanced" against the dependent variable "Affective Commitment" is 0.629. This value is categorized as moderate, so it can be concluded that the three independent variables have an influence and moderate level on the dependent variable.

5.4. Hypothesis test

In the SmartPLS application, the significance value can be known by looking at the parameter coefficient and t - t-statistical significance values. In the *bootstrap resampling* method, the significance value used (*two-tailed*) t-value is 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%) (Ghozali & Latan, 2015, p. 80).

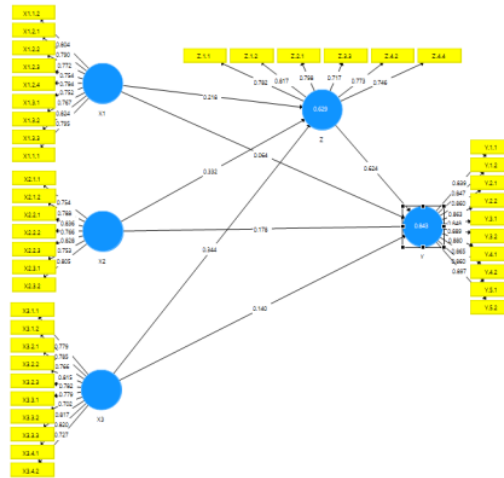


Figure 3. Bootstrapping output

Table 4. Direct Influence Bootstrapping Test Results

Hypothesis	Relationship	T Statistics (O/STDEV) > 1,96	P Values < 0,050	Information
H1	X1 → Z	1,874	0,031	Insignificant
H2	X1 → Y	0,891	0,187	Insignificant
H3	X2 → Z	2,739	0,003	Significant
H4	X2 → Y	2,121	0,017	Significant
H5	X3 → Z	3,790	0,000	Significant
H6	X3 → Y	2,435	0,008	Significant
H7	Z → Y	9,312	0,000	Significant
H8	X1 → Z → Y	1,862	0,032	Insignificant
H9	X2 → Z → Y	2,584	0,005	Significant
H10	X3 → Z → Y	3,232	0,001	Significant

Source: Primary data from research results, processed (2023)

Based on Table 4, information on the results of hypothesis testing is obtained as follows:
The first hypothesis shows that the results of data processing are known, and the *t*-statistic value does not meet the condition of 1.874 (> 1.96), but the value of *p*-values meets the condition of 0.031 (> 0.05). So, H1 in this study was **rejected**. The second hypothesis shows that the results of data processing are known that the *t*-statistic value does not meet the requirements of 0.891 (> 1.96), and the *p*-values are also unqualified, which is 0.187 (> 0.05). So, H2 in this study was **rejected**. The third hypothesis shows that the results of data processing are known that the *t*-statistic value is 2.779 (> 1.96), and the *p*-values meet the requirements of 0.017 (> 0.05). So, H3 is accepted in this study. The fourth hypothesis shows that the results of data processing are known that the *t*-statistic value is 2.121 (> 1.96), and the *p*-values meet the requirements of 0.003 (> 0.05). So, H4 in this study is **accepted**. The fifth hypothesis shows that the results of data processing are known that the *t*-statistic value is 3.790 (> 1.96), and the *p*-values meet the condition of 0.000 (> 0.05). So, H5 in this study is **accepted**. The sixth hypothesis shows that the results of data processing are known that the *t*-statistic value is 2.435 (> 1.96), and the *p*-values meet the condition of 0.008 (> 0.05). So, H6 is accepted in this study. The seventh hypothesis shows that the results of data processing are known that the *t*-statistic value is 9.312 (> 1.96), and the *p*-values meet the condition of 0.000 (> 0.05). So, H7 is accepted in this study. The eighth hypothesis shows that the results of data processing are known that the *t*-statistic value does not meet the requirements of 1.862 (> 1.96), but the *p*-values meet the requirements of 0.032 (> 0.05). So, the H8 in this study was **rejected**. The ninth hypothesis shows that the results of data processing are known that the *t*-statistic value is 2.584 (> 1.96), and the *p*-values meet the requirements of 0.005 (> 0.05). So, the H9 in this study was **accepted**. The tenth hypothesis shows that the results of data processing are known that the *t*-statistic value is 3.232 (> 1.96), and the *p*-values meet the requirements of 0.001 (> 0.05). So, H10 in this study is **accepted**.

5.5. Discussion

5.5.1. The Influence of Work Ethic on Affective Commitment in BAPPEDA East Java Province

The results showed that work ethic did not significantly influence affective commitment in BAPPEDA East Java Province. The results of this study are contrary to previous research conducted by Sa'ada (2023), who said that work ethic significantly affects affective commitment. This suggests that work ethic does not have a significant direct influence on affective commitment. This result means that work ethic does not necessarily determine the increase in affective commitment in BAPPEDA East Java Province. This means that when employees have a work ethic in carrying out their work, they do not necessarily have a high affective commitment, or vice versa; their affective commitment is not much affected by their work ethic. The findings are surprising, as individuals with a strong work ethic typically have positive work attitudes, including resilience and affective commitment to change. It is likely that other variables, such as organizational commitment (Mangundjaya, 2013), job satisfaction, employee engagement, and individual readiness to change (Mangundjaya *et al.*, 2015) also influenced those outcomes.

Although work ethic and affective commitment in a work context are generally considered interrelated, research findings show that sometimes there is no significant influence between employees' work ethic and affective commitment. Certain factors, such as the incompatibility of individual values with organizational values or lack of support and recognition from management, can cause this relationship's insignificance. In such a situation, although employees may demonstrate a good work ethic, their affective commitment to the organization does not develop along with it. Contextual factors and complex organizational dynamics can moderate the relationship between work ethic and affective

commitment, providing a more detailed picture of the complexity of interactions between those factors in the work environment.

The results of this study contradict previous research conducted by Putratama and Puspitadewi (2021) and Rit (2023), which showed that work ethic and organizational commitment have a significant effect. However, this study's results align with the research of Mangundjaya and Amir (2021), which found that work ethic does not significantly influence affective commitment.

5.5.2. ³ The Influence of Work Ethic on Employee Performance at BAPPEDA East Java Province

The results of hypothesis testing in this study show that work ethic does not significantly influence employee performance in BAPPEDA East Java Province. This shows that work ethic does not have a significant direct influence on employee performance. This result means that work ethic does not necessarily determine the improvement of employee performance in BAPPEDA East Java Province. When employees have a work ethic in carrying out their work, they may not necessarily be able to perform well or vice versa. Their performance is not much affected by the work ethic they have. This result is indeed fascinating, considering that the level of employee performance should be determined by work ethic, so it is not in line with the results of previous studies, which stated that work ethic has a significant effect on employee performance (Kaloko (2019); Octarina (2013)).

Although work ethic is often considered a factor that can improve employee performance, the effect is insignificant in some situations. Factors such as a mismatch between organizational values, employees' values, lack of internal motivation, task vagueness, and work expectations can result in an insignificant relationship between work ethic and employee performance. In some cases, employees may not feel adequate personal engagement or satisfaction from their work, so a work ethic that is supposed to motivate can lose its impact. Therefore, to improve employee performance, it is also necessary to pay attention to other factors that can affect work ethic and ensure alignment between organizational expectations and individual needs in the context of work.

5.5.3. The Effect of Capability on Affective Commitment in BAPPEDA East Java Province

The results showed that employee capabilities significantly influence affective commitment in BAPPEDA East Java Province. This shows that employee capabilities are directly influential with affective commitment. This finding is reinforced by empirical facts showing that employees with sound capabilities, including technical skills, *open-minded* abilities, and conceptual abilities, tend to have a higher level of affective commitment in the BAPPEDA environment of East Java Province. This conclusion provides an understanding that aspects of employee capabilities can increase their level of affective commitment, indicating the importance of employee development and empowerment in the organization's context.

The results of this study then support Raka's research (2020), which found a significant influence on the capabilities of commitment to Mekar Armada Jaya Magelang's employees. Thus, employees need to have capabilities at work to increase their affective commitment to the company.

5.5.4. The Effect of Capability on Employee Performance in BAPPEDA East Java Province

The results showed that employee capabilities significantly influence employee performance in BAPPEDA East Java Province. This shows that employee capabilities directly affect employee performance. The findings of this study are supported by empirical facts that good employee capabilities will improve their performance in BAPPEDA East Java Province. This empirical fact shows that indicators that reflect employee capabilities, such as technical, open-minded, and conceptual ability, can improve employee performance.

These capabilities include completing tasks with high expertise, innovation in job approach, and adaptation to changing work environments. Thus, investing in employee capability development can be an effective strategy to improve employee performance and, in turn, positively contribute to organizational success.

The results of this study support several previous studies. Research by Puspita S. Umar (2021) shows that personal capabilities are influential and positively affect employee performance. In line with Suhaji (2012), his research results found a significant favorable influence on the ability and motivation of employee performance. In addition, Subagio *et al.* (2022) also found a significant effect on capability and performance.

5.5.5. The Effect of Work-Life Balance on Affective Commitment in BAPPEDA East Java Province

The results showed that *work-life balance* significantly influences affective commitment in BAPPEDA East Java Province. This shows that *work-life balance* has a direct effect on affective commitment. This finding is reinforced by empirical facts that show that employees who have an excellent work-life balance, including work-life balance such as Work Interference with Personal Life, Personal Life Interference with Work, Work Enhancement of Personal Work, *Personal Life Enhancement of Work*, tend to have a higher level of affective commitment in the BAPPEDA environment of East Java Province. This conclusion shows that work-life balance can increase employees' affective commitment, indicating the importance of employee development and empowerment in the organization's context.

Work-life balance is essential in building employees' affective commitment in BAPPEDA East Java Province. When employees can achieve a good work-life balance, this can result in positive feelings towards the organization. Employees who feel they have enough time for family and activities outside work tend to develop a strong emotional bond with the organization. Affective commitment includes a sense of enthusiasm, loyalty, and self-identification with the organization's values. A good work-life balance can increase employee satisfaction and well-being, strengthening their emotional attachment to BAPPEDA. Thus, management policies and practices that support *work-life balance* in the work environment can be an effective strategy to build positive and sustainable affective commitment among BAPPEDA employees of East Java Province.

Research that aligns with this study's results on *work-life balance and affective commitment* has been conducted by Arianti (2022), which shows that work-life balance and compensation affect employee performance. Another study by Badrianto and Ekhsan (2021) found that work-life balance positively and significantly affects employee performance.

5.5.6. The Effect of Work-Life Balance on Employee Performance in BAPPEDA East Java Province

The results showed that *work-life balance* significantly influences employee performance in BAPPEDA East Java Province. This shows that *work-life balance* directly affects employee performance.

Work-life balance is essential in influencing employee performance in BAPPEDA East Java Province. In this context, *work-life balance* includes harmonization between the demands of work and the personal life of employees. When employees can strike a good balance between work and living life outside of work, it can positively impact their psychological and physical well-being. Employees who feel they have enough time for family, recreation, and other personal activities tend to have higher job satisfaction and lower stress levels. In addition, *work-life balance* can increase employee motivation and

loyalty to the organization, reduce the risk of *burnout*, and increase productivity and creativity. Therefore, attention to *work-life balance* aspects in BAPPEDA East Java Province can be the key to achieving optimal and sustainable employee performance.

This research aligns with previous research on *work-life balance* and employee performance conducted by Abdirahman (2022) and Arianti (2022). The results of both studies found that *work-life balance* has a significant and positive relationship with employee performance.

5.5.7. **The Effect of Affective Commitment on Employee Performance in BAPPEDA East Java Province**

The results showed that affective commitment significantly influences employee performance in BAPPEDA East Java Province. This shows that affective commitment has a direct effect on employee performance. The findings of this study are supported by the empirical fact that exemplary affective commitment will improve employee performance in BAPPEDA East Java Province. This empirical fact shows that indicators that reflect affective commitment, such as loyalty, pride, participation, and emotional attachment in the workplace, can improve employee performance.

Employees' affective commitment in BAPPEDA East Java Province is essential to building employee performance. Affective commitment reflects employees' positive feelings toward the organization, such as loyalty, enthusiasm, and self-identification with company values. Employees with high affective commitment tend to be more motivated to make maximum contributions in their job duties. They feel emotionally attached to the organization, so the effort and energy given are more tremendous. In the context of BAPPEDA, affective commitment can influence employee performance in region planning and development in a positive way.

The results of this study align with previous research on affective commitment and employee performance conducted by Abdirahman (2022) and Arianti (2022). The results of both studies found that affective commitment has a significant and positive relationship with employee performance. In addition, Wahyunanti *et al.* (2018) also found a significant influence on commitment to performance. Other researchers also found similar things, such as Rachmawati *et al.* (2018), Setiono *et al.* (2019), Hasanah & Mujanah (2020), Mujanah *et al.* (2019), Dani & Mujanah (2021).

5.5.8. **The Influence of Work Ethic Mediated Affective Commitment on Employee Performance in BAPPEDA East Java Province**

The results of this study show that affective commitment does not significantly mediate the influence of work ethic on employee performance in BAPPEDA East Java Province. The results of this study are contrary to previous research conducted by Nisrina Hamid (2021). This can be due to the absence of a significant influence on work ethic, affective commitment, and employee performance in BAPPEDA East Java Province. Thus, the influence of work ethic on employee performance will not be formed even through employee affective commitment. Thus, employees with a high work ethic will not improve their performance even though their affective commitment has been built. The influence of work ethic not mediated by an affective commitment to employee performance in BAPPEDA East Java Province can have exciting implications. Work ethic reflects values, norms, and attitudes toward work that drive individuals to achieve high-performance goals and standards. In this context, if the influence of work ethic is not offset or mediated by affective commitment, it may indicate that factors beyond emotional attachment to the organization influence employee performance. It can be concluded that although employees may have high dedication and morale, the direct relationship between their work ethic and performance indicates that other personal or contextual factors can also be critical drivers of productivity. In addition, this is also in line with research from Wahyudi *et al.* (2014), which states that

affective commitment does not mediate all the influence of work ethic on performance. This result also aligns with Nisrina Hamid's research (2021).

5.5.9. The Effect of Capabilities Mediated by Affective Commitment on Employee Performance in BAPPEDA East Java Province

The results of this study show that affective commitment significantly mediates the influence of capabilities on employee performance in BAPPEDA East Java Province. This explains that the capability will improve employee performance in BAPPEDA East Java Province when affective commitment is formed. The influence of employee capabilities mediated by affective commitment to employee performance in BAPPEDA East Java Province creates an essential foundation for understanding the relationship between quality human resources and organizational productivity. Employee capabilities, which include skills, knowledge, and competencies, can contribute positively to individual performance. In this context, when employee capabilities are balanced by high levels of affective commitment, namely emotional attachment and loyalty to the organization, this can result in more optimal performance. Affective commitment creates solid emotional engagement, encouraging employees to give their best for organizational success. Therefore, understanding the role of mediators of affective commitment in the relationship between employee capabilities and employee performance can be a valuable guide for BAPPEDA East Java Province in improving the effectiveness of human resources and achieving organizational goals. The results of this study are supported by research by Puspita (2021), Bima (2020), and Foanto, E. F (2020) on affective commitment to significantly mediate the influence of capabilities on employee performance.

5.5.10. The Effect of *Work-Life Balance* Mediated Affective Commitment on Employee Performance in BAPPEDA East Java Province

The results of the analysis showed that affective commitment significantly mediated the effect of work-life balance on employee performance in BAPPEDA East Java Province. This explains that *work-life balance* mediated by an affective commitment to employee performance in BAPPEDA East Java Province reflects the complexity of factors that affect productivity and job satisfaction. *Work-life balance* is an effort to balance work and personal life, which can affect affective commitment, namely emotional bonds and loyalty to the organization. High affective commitment, in turn, can mediate the positive influence of *work-life balance* on employee performance. Thus, understanding the role of affective commitment mediators in the context of *work-life balance* is essential to guide human resource policies in BAPPEDA East Java Province to improve employee welfare and organizational efficiency. In addition, this study is in line with research conducted by Muhammad Arifin (2022), Rini & Indrawati (2019), and Foanto, E. F (2020) on affective commitment to significantly mediate the effect of work-life balance on employee performance.

V. Conclusions and Suggestions

The results of the study conclusions of this study can be summarized as follows:

1. Work ethic has an insignificant effect on affective commitment in BAPPEDA East Java Province.
2. Work ethic does not affect employee performance at BAPPEDA East Java Province.
3. Capability has a significant positive effect on affective commitment in BAPPEDA East Java Province.
4. Capability significantly positively affects employee performance at BAPPEDA East Java Province.
5. *Work-life balance* has a significant positive effect on affective commitment in BAPPEDA East Java Province.

6. *Work-life balance* has a significant positive effect on employee performance in BAPPEDA East Java Province.
7. Affective commitment has a significant positive effect on employee performance in BAPPEDA East Java Province.
8. Work ethic mediated by affective commitment does not significantly affect employee performance in BAPPEDA East Java Province.
9. Capabilities mediated by affective commitment significantly positively affect employee performance in BAPPEDA East Java Province.
10. *Work-life balance* mediated by affective commitment significantly affects employee performance in BAPPEDA East Java Province.

Based on the overall results of the research analysis and the conclusions above, the researcher conveyed the following suggestions:

1. Advice for Agencies

First, considering that work ethic does not significantly influence employee performance, the focus of human resource development should be more emphasized on other aspects such as capability development and creating a balance between work life and employee personal life. Second, because work ethic does not significantly affect affective commitment, human resource management strategies can focus on improving work ethic to strengthen employees' emotional attachment to the organization. Third, improving employee capabilities must be prioritized because capabilities significantly influence employee performance. Finally, the understanding that affective commitment significantly impacts employee performance demonstrates the importance of fostering employees' emotional attachment to the organization to improve their performance. Thus, implementing human resource policies that support capability development, improve work ethic, and balance work life can positively impact employees' performance and affective commitment in BAPPEDA East Java Province.

2. Advice for the next Researcher

In the subsequent study, it is recommended that further research be conducted to explore other factors that might affect employee performance in BAPPEDA East Java Province and to understand more deeply the complexity of the interaction between work ethic and other variables.

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