

The Influence of Personality and Emotional Intelligence on Turnover Intention: The Mediating Role of Organizational Commitment at PT. Solusi Allindo Mandiri

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Abstract

This study examines the effect of personality and emotional intelligence on turnover intention, with organizational commitment as an intervening variable among employees of PT. Solusi Allindo Mandiri. High turnover intention has implications for productivity, recruitment costs, and operational stability. Data from 2021–2025 indicate that turnover peaked at 36% in 2023 and declined to 12% in 2025, highlighting the need for more effective human resource strategies. This research employs a quantitative approach using the SEM-PLS method through SmartPLS 4. The population consists of 200 employees, all of whom were selected as the sample using a total sampling technique. Data were collected through a Likert-scale questionnaire (1–5), which had been tested for validity and reliability. The results show that personality and emotional intelligence have a positive and significant effect on organizational commitment ($\beta = 0.591$; $T = 15.777$ and $\beta = 0.575$; $T = 13.963$, respectively). Both variables also have a negative and significant effect on turnover intention ($\beta = -0.463$; $T = 10.502$ and $\beta = -0.448$; $T = 10.415$, respectively). Organizational commitment has a negative and significant effect on turnover intention ($\beta = -0.286$; $T = 6.011$). Mediation analysis reveals that organizational commitment partially mediates the effect of personality ($\beta = -0.169$; $T = 5.377$) and emotional intelligence ($\beta = -0.164$; $T = 5.864$) on turnover intention. The model demonstrates strong predictive power, with R^2 values of 0.703 for organizational commitment and 0.825 for turnover intention. In conclusion, personality and emotional intelligence play important roles in shaping organizational commitment and reducing turnover intention. Organizational commitment acts as a partial mediator that strengthens the influence of both variables. Companies are advised to consider these aspects in recruitment and employee development, as well as to implement emotional intelligence training and strategies to enhance organizational commitment in order to reduce turnover intention.

Keywords: Personality, Emotional Intelligence, Organizational Commitment, Turnover Intention.

A. INTRODUCTION

Human resources are a strategic asset that determines organizational sustainability and competitiveness, particularly in professional service firms such as accounting and taxation (Azmy &

Mauludi, 2024). This industry is characterized by high accuracy demands, strict deadlines, and continuous psychological pressure, making employee retention a critical challenge (Uzunbacak et al., 2022). Turnover intention, therefore, becomes a key issue as it affects productivity, operational stability, and recruitment costs (Rohendra & Fahlevi, 2025). At the regional level, turnover rates in Southeast Asia reach 18–22% annually, while 64% of young employees in Indonesia intend to change jobs within two years, highlighting the urgency of effective human resource strategies (Han et al., 2025).

In the context of PT. Solusi Allindo Mandiri, a firm operating in accounting and tax services, work dynamics are particularly demanding during financial reporting and tax submission periods. High workload, regulatory changes, and service expectations contribute to sustained psychological pressure, which may lead to increased turnover intention (Manggala & Siswanto, 2024). Internal observations indicate symptoms of emotional exhaustion, reduced energy, and low work engagement among employees, suggesting challenges in emotional regulation and organizational attachment.

Individual factors such as personality—especially conscientiousness—and emotional intelligence play an essential role in shaping employee responses to work pressure and organizational commitment (Zhao et al., 2023; Coronado-Maldonado et al., 2023). Observational data show that personality scores are moderately high but varied, indicating differences in employee discipline and responsibility. Similarly, emotional intelligence levels are adequate but not optimal, implying that some employees may struggle to manage stress and interpersonal relationships, increasing their likelihood of turnover intention (Kurniawan & Susanto, 2023). Organizational commitment, particularly affective commitment, also appears moderate, suggesting that employees are not fully attached to the organization, which may weaken retention (Uzunbacak et al., 2022).

Furthermore, turnover intention among employees remains relatively high, as indicated by an average score above the midpoint scale. Employees frequently consider leaving the organization, reflecting potential risks to workforce stability. Company data from 2021–2025 show fluctuating turnover trends, with a peak of 36% in 2023 before declining to 12% in 2025. Although recent improvements are evident, earlier high turnover rates indicate persistent challenges in employee retention and human resource stability.

Table 1. Turnover Data of PT. Solusi Allindo Mandiri (2021–2025)

Year	Number of Employees	Employees Leaving	Turnover Rate
2021	287	30	10%
2022	303	98	32%
2023	288	103	36%
2024	304	68	22%
2025	325	40	12%

Previous studies confirm that organizational commitment has a significant negative effect on turnover intention, while personality and emotional intelligence also play crucial roles in reducing employees' intention to leave (Puspasari et al., 2025; Akbar et al., 2024). However, prior research often examines these variables separately or within different industry contexts, leaving a gap in integrated models that simultaneously consider personality, emotional intelligence, and organizational commitment.

Given increasing competition in professional service industries, organizations must focus not only on financial performance but also on human resource sustainability. Employees with strong personality traits, high emotional intelligence, and strong organizational commitment are more likely to remain and

contribute effectively. Therefore, examining a structural model that links personality and emotional intelligence to turnover intention through organizational commitment is essential for evidence-based managerial decision-making (Sihaloho & Indawati, 2021).

This study aims to develop and test such a structural model, providing theoretical contributions to organizational behavior literature and practical implications for improving employee retention strategies.

B. LITERATURE REVIEW

Personality

Personality refers to a set of relatively stable psychological characteristics that shape how individuals think, feel, and behave in the workplace, thereby influencing their responses to job demands and their intention to remain in or leave an organization (Zhao et al., 2024). Among the Big Five dimensions, conscientiousness is consistently identified as a strong predictor of adaptive work behavior, such as discipline, accuracy, and responsibility, which are particularly relevant in professional service sectors like accounting and taxation (Sun et al., 2024). Conceptually, conscientiousness encompasses traits such as organization, persistence, achievement orientation, and rule compliance, enabling employees to plan tasks effectively, meet deadlines, and maintain high performance standards (Jia & Hou, 2024).

Empirical studies indicate that high conscientiousness is associated with stronger organizational commitment, lower burnout, and reduced turnover intention, as individuals tend to exhibit long-term orientation and a strong sense of responsibility toward their work (Hafeez et al., 2023). However, these relationships may vary depending on contextual and mediating factors, such as sense of belonging and perceived organizational support. Therefore, examining both direct and indirect (mediated) effects of personality within a structural model is essential to better understand its role in shaping employee retention behavior.

Turnover Intention

Turnover intention is defined as an employee's conscious and deliberate intention to leave the organization, serving as a strong predictor of actual turnover behavior (Jun et al., 2023). It is often considered an early indicator of weakened psychological attachment and reflects an individual's evaluation of alternative employment opportunities (Chen et al., 2024). High turnover intention signals potential instability within the workforce and highlights underlying organizational or psychological issues.

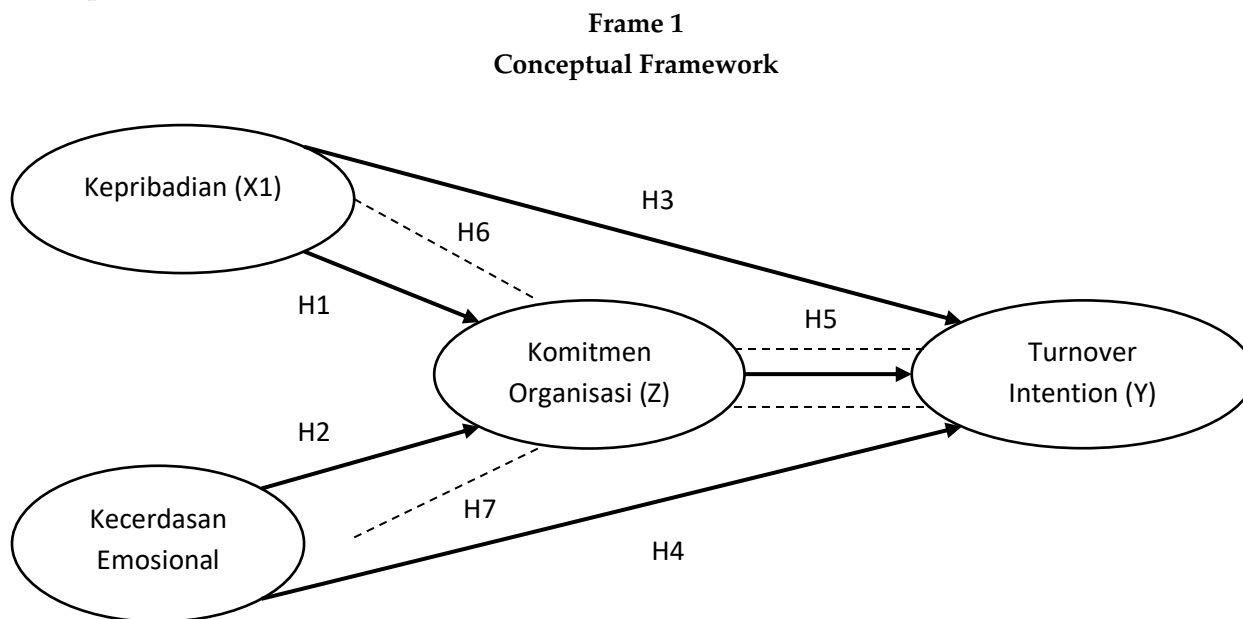
Research suggests that turnover intention is influenced by various psychological factors, including job stress, job dissatisfaction, and lack of social support, all of which increase the likelihood of employees considering leaving the organization (Irlangga & Hasanati, 2025). This phenomenon has significant organizational consequences, such as decreased productivity, increased recruitment and training costs, and disrupted operational stability (Olusoji & Oghenefejiro, 2024). In this study, turnover intention is measured using the intention to quit dimension, capturing employees' cognitive and affective tendencies to seek alternative employment and leave the organization within a certain timeframe (Çalışkan & Koç, 2025).

Komitmen Organisasi

In religiously based organizations, including Islamic educational institutions or pesantren, organizational commitment is influenced not only by structural factors such as leadership and facilities but also by moral, ethical, and spiritual factors. Recent studies show that religious values can strengthen emotional bonds and work morality, thereby enhancing affective and normative commitment (Ateeq et al.,

2025). This understanding is important because moral-based organizations depend heavily on trust and social ties as foundational elements of their operational functioning.

Conceptual Framework



H1: Personality has a positive effect on employees' organizational commitment at PT. Solusi Allindo Mandiri.

H2: Emotional intelligence has a positive effect on employees' organizational commitment at PT. Solusi Allindo Mandiri.

H3: Personality has a negative effect on employees' turnover intention at PT. Solusi Allindo Mandiri.

H4: Emotional intelligence has a negative effect on employees' turnover intention at PT. Solusi Allindo Mandiri.

H5: Organizational commitment has a negative effect on employees' turnover intention at PT. Solusi Allindo Mandiri.

H6: Organizational commitment mediates the effect of personality on employees' turnover intention at PT. Solusi Allindo Mandiri.

H7: Organizational commitment mediates the effect of emotional intelligence on employees' turnover intention at PT. Solusi Allindo Mandiri.

C. METHODOLOGY OF RESEARCH

This study adopts a quantitative approach to objectively examine causal relationships among variables through statistical analysis. The design is causal-associative, aiming to investigate the effects of personality (independent variable), emotional intelligence (intervening variable), and outcomes such as work fatigue and turnover intention (dependent variables). Structural Equation Modeling (SEM) is

employed as it enables simultaneous analysis of direct and indirect (mediating) relationships, as well as the evaluation of both measurement (validity and reliability) and structural models. The population consists of all active employees of PT. Solusi Allindo Mandiri (N = 200), covering multiple divisions including administration, operations, marketing, customer service, and IT. A total sampling (census) technique is applied, given the relatively small population size and to meet SEM requirements for adequate sample representation.

Data are collected using structured questionnaires with a 5-point Likert scale, adapted from validated prior studies and distributed both in paper-based and digital formats (Google Forms) to enhance response rates. Secondary data are obtained from academic literature and internal company documents, including HR reports and turnover records. Data analysis is conducted using SmartPLS 4, beginning with descriptive statistics, followed by validity and reliability testing, and SEM analysis encompassing measurement and structural model evaluation. Hypotheses testing and mediation analysis are performed using bootstrapping at a 5% significance level. The study is conducted at PT. Solusi Allindo Mandiri between November and January 2026. Ethical considerations are strictly observed, including voluntary participation, informed consent, confidentiality of respondent data, and adherence to academic research standards to ensure integrity and avoid bias throughout the research process.

D. RESULT AND DISCUSSION

Characteristic Responden

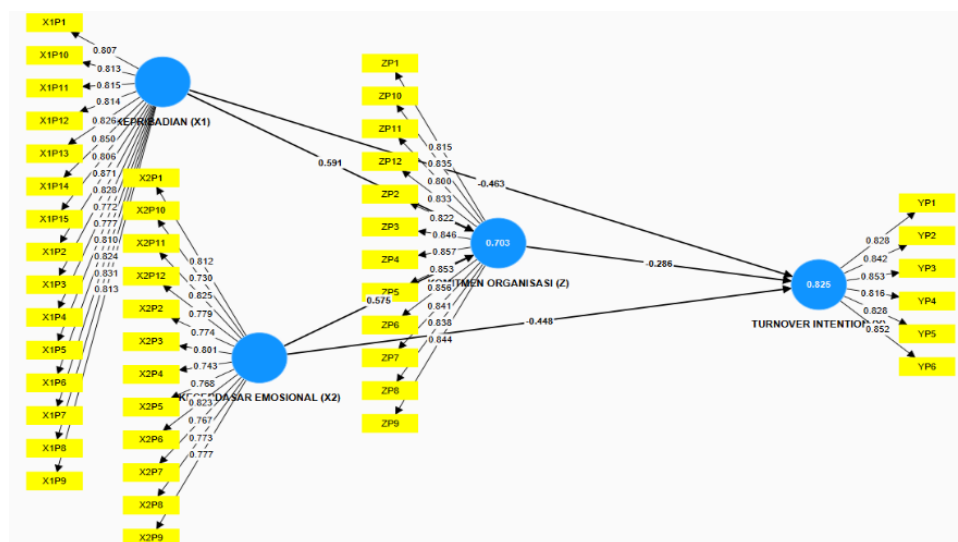
Table. 2 Characteristic Responden

Characteristic	Category	Number (People)	Percentage (%)
Gender	Male	118	59%
	Female	82	41%
	Total	200	100%
Age	< 25 years	34	17%
	25–30 years	76	38%
	31–35 years	54	27%
	> 35 years	36	18%
	Total	200	100%
Education Level	High School/Vocational School	58	29%
	Diploma	46	23%
	Bachelor's Degree (S1)	84	42%
	Postgraduate (S2)	12	6%
	Total	200	100%
Work Tenure	< 1 year	32	16%
	1–3 years	88	44%
	4–6 years	52	26%
	> 6 years	28	14%
	Total	200	100%

Based on Table 4.1, the majority of respondents are male, totaling 118 individuals (59%), while female respondents account for 82 individuals (41%). In terms of age, most respondents fall within the 25–30 years range (76 individuals or 38%), followed by those aged 31–35 years (54 individuals or 27%), indicating that employees of PT. Solusi Allindo Mandiri are predominantly in the productive age group

and actively developing their careers. Regarding work tenure, the largest proportion of respondents have 1–3 years of service (88 individuals or 44%), suggesting that most employees are in the early to mid stages of their employment. In terms of educational background, the majority hold a Bachelor's degree (S1), totaling 84 individuals (42%), which implies that the workforce generally has a relatively strong educational background and is dominated by young employees with moderate work experience.

Figure 2. SmartPLS 4 Output Model Results



Source: SmartPLS Output, 2026

Based on Figure 4.X, Personality (X1) and Emotional Intelligence (X2) have positive effects on Organizational Commitment (Z), with coefficients of 0.591 and 0.575, respectively. Meanwhile, Organizational Commitment (Z) has a negative effect on Turnover Intention (Y) with a coefficient of -0.286. In addition, Personality (X1) and Emotional Intelligence (X2) also directly have negative effects on Turnover Intention (Y), with coefficients of -0.463 and -0.448, respectively.

The R-square value for Organizational Commitment is 0.703, indicating that 70.3% of the variance in organizational commitment can be explained by personality and emotional intelligence. Meanwhile, the R-square value for Turnover Intention is 0.825, indicating that 82.5% of the variance in turnover intention can be explained by personality, emotional intelligence, and organizational commitment. These results suggest that the research model has strong explanatory power.

Validity and Reliability

Table. 3 Results of Construct Validity and Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	AVE	Description
Emotional Intelligence (X2)	0.942	0.949	0.611	Valid & Reliable
Personality (X1)	0.964	0.968	0.668	Valid & Reliable

Organizational Commitment (Z)	0.961	0.966	0.700	Valid & Reliable
Turnover Intention (Y)	0.914	0.933	0.700	Valid & Reliable

Based on Table. 3 all variables have AVE values above 0.50 and reliability values above 0.70. This indicates that the research instruments meet the requirements of convergent validity and construct reliability, making them suitable for use in structural model analysis. These findings are consistent with the arguments of Fornell and Larcker (1981) and Hair et al. (2021), which emphasize the importance of validity and reliability in SEM.

R- Square

Table. 4 Square Values

Endogenous Variable	R-Square	Category
Organizational Commitment (Z)	0.703	Strong
Turnover Intention (Y)	0.825	Very Strong

Source: Research Data (Processed), 2026.

Based on Table 4.3, the R-square value for Organizational Commitment (Z) is 0.703, indicating that 70.3% of the variance in organizational commitment can be explained by Personality (X1) and Emotional Intelligence (X2), while the remaining 29.7% is influenced by other variables outside the research model. Meanwhile, the R-square value for Turnover Intention (Y) is 0.825, showing that 82.5% of the variance in turnover intention can be explained by personality, emotional intelligence, and organizational commitment, while 17.5% is affected by other unexamined factors. These values indicate that the research model has strong explanatory power, suggesting that the structural model developed in this study is effective in explaining the relationships among variables.

Hypothesis Test

Table. 5 Results of Direct Hypothesis Testing

Hypothesis	Relationship	Coefficient (β)	T-Statistic	P-Value	Decision
H1	Personality $\rightarrow$ Organizational Commitment	0.591	15.777	0.000	Accepted
H2	Emotional Intelligence $\rightarrow$ Organizational Commitment	0.575	13.963	0.000	Accepted
H3	Personality $\rightarrow$ Turnover Intention	-0.463	10.502	0.000	Accepted
H4	Emotional Intelligence $\rightarrow$ Turnover Intention	-0.448	10.415	0.000	Accepted
H5	Organizational Commitment $\rightarrow$ Turnover Intention	-0.286	6.011	0.000	Accepted

Source: Research Data (Processed), 2026.

Based on Table 4.4, all direct hypotheses in this study are accepted, as they have T-statistic values above 1.96 and P-values below 0.05. Personality ($\beta = 0.591$) and emotional intelligence ($\beta = 0.575$) are found to have positive and significant effects on organizational commitment, indicating that better personality traits and emotional regulation abilities are associated with higher levels of commitment. Furthermore, personality ($\beta = -0.463$) and emotional intelligence ($\beta = -0.448$) have negative and significant effects on turnover intention, suggesting that employees with stronger character and emotional intelligence are less likely to leave the organization. Organizational commitment also has a negative effect on turnover intention

($\beta = -0.286$), meaning that employees with higher levels of commitment tend to remain within the organization.

Mediating Test

Table 6. Results of Mediation Testing

Hypothesis	Mediation Path	Coefficient (β)	T-Statistic	P-Value	Decision
H6	Personality $\rightarrow$ Organizational Commitment $\rightarrow$ Turnover Intention	-0.169	5.377	0.000	Partial Mediation
H7	Emotional Intelligence $\rightarrow$ Organizational Commitment $\rightarrow$ Turnover Intention	-0.164	5.864	0.000	Partial Mediation

Based on Table 6 the results indicate that organizational commitment significantly mediates the effects of personality and emotional intelligence on turnover intention. The indirect effect of personality through organizational commitment has a coefficient of -0.169 with a T-statistic of 5.377 ($p < 0.05$), while the indirect effect of emotional intelligence is -0.164 with a T-statistic of 5.864 ($p < 0.05$). Since both the direct and indirect effects are significant, organizational commitment functions as a partial mediator. This suggests that improvements in personality and emotional intelligence not only directly reduce turnover intention but also indirectly through enhancing employees' organizational commitment.

Effect Size

Table 7. Effect Size Values

Relationship	f^2	Category
Personality $\rightarrow$ Organizational Commitment	1.177	Very Large
Emotional Intelligence $\rightarrow$ Organizational Commitment	1.113	Very Large
Personality $\rightarrow$ Turnover Intention	0.561	Large
Emotional Intelligence $\rightarrow$ Turnover Intention	0.543	Large
Organizational Commitment $\rightarrow$ Turnover Intention	0.139	Small

Based on Table 7 the effect of personality on organizational commitment has an f^2 value of 1.177 and emotional intelligence has an f^2 value of 1.113, both categorized as very large, indicating that these variables make a very strong contribution to enhancing employees' organizational commitment. In addition, the effects of personality on turnover intention ($f^2 = 0.561$) and emotional intelligence on turnover intention ($f^2 = 0.543$) are classified as large, meaning that both play an important role in reducing employees' intention to leave the organization. Meanwhile, the effect of organizational commitment on turnover intention has an f^2 value of 0.139, which falls into the small category, but still indicates a contribution in reducing turnover intention.

Q-Square

Table. 8 Q-Square Values

Endogenous Variable	Q^2	Interpretation
Organizational Commitment	0.486	Strong
Turnover Intention	0.571	Very Strong

Based on Table 8 the Q^2 value for Organizational Commitment is 0.486 and for Turnover Intention is 0.571. Both values are above 0.35, indicating strong to very strong predictive relevance of the model. This means that the research model not only explains the relationships among variables but also has good predictive capability for endogenous variables based on the examined exogenous variables.

Discussion**The Effect of Personality on Organizational Commitment**

The results of the analysis indicate that personality has a positive and significant effect on organizational commitment, with a coefficient of 0.591, a T-statistic of 15.777 (>1.96), and a P-value of 0.000 (<0.05). This finding suggests that employees with strong personality traits—such as responsibility, emotional stability, and interpersonal competence—tend to demonstrate higher levels of attachment and loyalty to the organization. A well-developed personality enables individuals to adapt more effectively to organizational culture, maintain healthy interpersonal relationships, and align themselves with the organization's values and goals, thereby strengthening their commitment.

These findings are consistent with prior studies, such as Ramadhani and Prabowo (2022), which identified a positive relationship between personality dimensions and organizational commitment in the service sector, as well as Putri et al. (2023), who emphasized the significant role of personality in enhancing employee attachment to organizations. Therefore, organizations are encouraged to incorporate personality assessments into recruitment and employee development processes to foster stronger organizational commitment.

The Effect of Emotional Intelligence on Organizational Commitment

The analysis reveals that emotional intelligence has a positive and significant effect on organizational commitment, with a coefficient of 0.575, a T-statistic of 13.963 (>1.96), and a P-value of 0.000 (<0.05). This indicates that employees who are capable of managing their emotions, demonstrating empathy, and building positive interpersonal relationships are more likely to develop strong attachment to their organization. Emotional intelligence serves as a critical psychological resource that enables individuals to cope with work challenges, resolve conflicts, and adapt to dynamic work environments, thereby enhancing their sense of responsibility and organizational loyalty.

This result aligns with the findings of Putra and Nugroho (2021), who reported a positive relationship between emotional intelligence and organizational commitment in service sector employees, and Sari et al. (2023), who found that emotional intelligence significantly contributes to employee engagement and loyalty. Consequently, organizations are advised to implement emotional intelligence training programs as a strategic approach to strengthening employee commitment.

The Effect of Personality on Turnover Intention

The findings indicate that personality has a negative and significant effect on turnover intention, with a path coefficient (β) of -0.463 , a T-statistic of 10.502 (>1.96), and a P-value of 0.000 (<0.05). This suggests that employees with stronger personality traits are less likely to develop intentions to leave the organization. Individuals who exhibit emotional stability, a strong sense of responsibility, and cooperative tendencies are better equipped to manage work pressure and adapt to organizational environments, thereby reducing their inclination to quit.

This result is supported by previous studies, such as Rahmawati and Anggraeni (2022), which found that mature personality traits are negatively associated with turnover intention in service industries, and Wulandari et al. (2023), who demonstrated that personality consistently predicts employee retention in manufacturing contexts. Based on these findings, organizations should prioritize personality considerations in recruitment and development strategies to reduce turnover intention and enhance workforce stability.

The Effect of Emotional Intelligence on Turnover Intention

The analysis shows that emotional intelligence has a negative and significant effect on turnover intention, with a path coefficient (β) of -0.448 , a T-statistic of 10.415 (>1.96), and a P-value of 0.000 (<0.05). This finding indicates that higher levels of emotional intelligence—reflected in the ability to regulate emotions,

demonstrate empathy, and maintain interpersonal relationships—are associated with lower intentions to leave the organization. Employees with strong emotional intelligence are more capable of managing stress, resolving conflicts, and adapting to job changes, which enhances their attachment to the organization.

These findings are consistent with prior research, including Prasetyo and Hartono (2021), who found a significant negative relationship between emotional intelligence and turnover intention in the banking sector, and Mulyani et al. (2023), who highlighted the role of emotional intelligence in reducing employees' intention to leave in service industries. This implies that organizations should invest in emotional intelligence development programs to effectively reduce turnover intention and improve employee retention.

The Effect of Organizational Commitment on Turnover Intention

The results indicate that organizational commitment has a negative and significant effect on turnover intention, with a path coefficient (β) of -0.286 , a T-statistic of 6.011 (>1.96), and a P-value of 0.000 (<0.05). This suggests that employees with higher levels of organizational commitment are less likely to intend to leave the company. Organizational commitment reflects emotional attachment, identification with organizational goals, and a desire to remain part of the organization, which collectively contribute to employee retention.

This finding is consistent with the seminal work of Allen and Meyer (1990), which emphasized the role of organizational commitment in reducing turnover intention, as well as Suharto and Wibowo (2023), who found similar results in service industry contexts. Therefore, organizations should focus on enhancing factors that strengthen commitment, such as managerial support, career development opportunities, and recognition of employee contributions. **H5 is supported.**

The Mediating Role of Organizational Commitment in the Relationship between Personality and Turnover Intention

The results demonstrate that organizational commitment significantly mediates the relationship between personality and turnover intention, with an indirect effect coefficient of -0.169 , a T-statistic of 5.377 (>1.96), and a P-value of 0.000 (<0.05). This indicates that personality not only directly reduces turnover intention but also indirectly influences it through the enhancement of organizational commitment. Employees with positive personality traits, such as responsibility, emotional stability, and adaptability, tend to develop stronger attachment to the organization, which in turn decreases their intention to leave.

This finding is supported by Kim and Kao (2021), who showed that individual characteristics influence retention through organizational attachment, and Lestari and Sutanto (2022), who identified organizational commitment as a key mechanism linking personality to turnover intention. These results highlight the importance of not only selecting employees with strong personality traits but also fostering an organizational environment that enhances commitment to maximize retention outcomes.

The Mediating Role of Organizational Commitment in the Relationship between Emotional Intelligence and Turnover Intention

The analysis indicates that organizational commitment significantly mediates the effect of emotional intelligence on turnover intention, with an indirect effect coefficient of -0.164 , a T-statistic of 5.864 (>1.96), and a P-value of 0.000 (<0.05). This suggests that emotional intelligence reduces turnover intention both directly and indirectly through the enhancement of organizational commitment. Employees who can effectively regulate emotions, understand others' feelings, and maintain harmonious workplace relationships are more likely to develop strong attachment to the organization, thereby reducing their intention to leave.

These findings are consistent with Wong and Law (2020), who demonstrated that emotional intelligence enhances organizational attachment and reduces turnover intention, and Pratiwi and Hidayat (2023), who identified organizational commitment as a key mediating mechanism. This implies that organizations should simultaneously focus on developing employees' emotional intelligence and strengthening organizational commitment to effectively minimize turnover intention.

F. CONCLUSIONS

Based on the SEM-PLS analysis, this study concludes the following:

1. The work environment has a positive and significant effect on employee performance
This finding aligns with prior research showing that comfortable, safe, and well-supported work conditions enhance productivity and effectiveness (Fahmi & Wardani, 2023; Mendonça et al., 2021; dan Lukito et al., 2025). In Islamic educational institutions such as Maskanul Huffadz Bintaro, a conducive environment also strengthens employees' sense of belonging and organizational commitment.
2. Work ethics have a positive and significant effect on employee performance
This confirms earlier studies showing that moral and religious values promote discipline, integrity, and dedication in performing tasks (Aflah et al., 2021 dan Ateeq et al., 2025). Employees who possess strong work ethics tend to demonstrate greater responsibility and higher quality of work.
3. Organizational commitment has a positive and significant effect on employee performance
This supports findings from international studies emphasizing that emotional attachment to the organization is a predictor of productive work behavior (Zhenjing et al., 2022; Basem et al., 2022 dan Udin et al., 2022).

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