

The Influence of Workload, Work Ethics, and Affective Commitment on Employee Performance at Apotek Semesta Group

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ABSTRACT

Objective: This study aims to analyze the impact of workload, work ethics, and affective commitment on employee performance at Apotek Semesta Group. The primary focus of this research is to identify the factors influencing employee performance and provide recommendations for better human resource management. **Method:** A quantitative approach was employed using regression analysis to examine the relationship between the independent variables (workload, work ethics, and affective commitment) and the dependent variable (employee performance). Apotek Semesta Group was selected as the research site due to its diverse work environment and high relevance to the research topic. Data was collected through surveys from employees and analyzed using SPSS 20 software. **Results:** The results indicate that workload significantly affects employee performance, with a *t*-statistic of 2.532, which is greater than the *t*-table value of 2.00100, and a significance level of 0.000, which is less than 0.05. Work ethics also significantly influences performance, with a *t*-statistic of 2.784, greater than the *t*-table value of 2.00100, and a significance level of 0.001, which is less than 0.05. Furthermore, affective commitment was found to have a significant contribution to employee performance, with a *t*-statistic of 3.024, greater than the *t*-table value of 2.00100, and a significance level of 0.004, which is less than 0.05. **Novelty:** The conclusion of this study is that workload, work ethics, and affective commitment significantly impact employee performance. Therefore, companies are encouraged to consider these factors to improve employee performance and work effectiveness, and to develop more optimal human resource management strategies.

INTRODUCTION

The rapid growth of businesses requires companies to continuously adapt to remain competitive amidst increasingly tight competition. One way to survive and grow is through effective human resource management (HRM). According to [1], HRM includes everyone involved in business activities and is a key determinant of an organization's success. [2] states that human resources are the most important assets in an organization. HR management should be implemented in a balanced and humane way to ensure optimal utilization of employee potential [3]

According to [4], effective HR management is not only responsible for technical aspects such as recruitment and performance evaluation but should also consider human aspects. Treating employees fairly and humanely creates strong intrinsic motivation, leading to improved performance and commitment. HR operational activities in business include various processes, from selection, training, development, promotion, compensation, to industrial relations [5]. High-performing employees not only complete tasks effectively but also innovate and provide new ideas that can drive organizational growth [6].

According to [7], performance is defined as an individual's ability to complete assigned tasks effectively and efficiently, involving work quality, result quantity, and

speed and accuracy in task completion. [8] adds that performance depends not only on technical skills but also on attitudes, discipline, and motivation. Explain that employees with high competence tend to be more productive and innovative [9]. Work motivation becomes a key factor in achieving optimal results. The final factor influencing performance is a conducive work environment that supports employee performance.

In an increasingly dynamic business world, human factors are crucial for companies to achieve sustainable competitive advantages. Organizational commitment is often defined as how strongly an individual is emotionally engaged and willing to put effort into staying with an organization [3]. Work commitment, related to employee enthusiasm in carrying out tasks and responsibility toward the company's goals and mission, plays a crucial role in organizational growth, especially when employees are committed and high-performing [5]. Human resource management (HRM) is the art of getting work done through others, and the success of an organization largely depends on employee behavior and engagement [10]

Effective HR practices are necessary to create quality performance, especially in the service sector, which heavily relies on the quality of human resources. Employee performance is key to a company's success but is often influenced by workload. An imbalanced workload can cause physical and mental exhaustion, leading to reduced motivation and work quality. According to [8], workload consists of physical, mental, and social burdens. Excessive workload can disrupt the balance between work and personal life, affecting employee satisfaction and engagement. [7] also state that workloads exceeding employees' capacity reduce job satisfaction and performance.

Properly managed workload can enhance motivation, loyalty, and service quality to customers, which are critical for the success of companies in the service sector. In the service sector, organizational success heavily relies on the quality of direct interactions between employees and consumers. Another factor influencing performance is work ethics. Work ethics refer to a set of values and principles that employees adhere to in carrying out their duties, including discipline, responsibility, honesty, and commitment. Employees with strong work ethics tend to show higher performance, be more motivated, and more committed to providing excellent service to customers [11].

According to [12], work ethics reflect beliefs about the importance of hard work, discipline, and dedication to tasks. Employees with strong work ethics have high motivation to achieve the best results, both for personal and professional satisfaction. [13] emphasizes the importance of work ethics in the service sector, where service quality often depends on personal interactions. Employees with good work ethics tend to provide sincere and responsive service, improving customer satisfaction. On the other hand, poor work ethics can reduce customer loyalty. Associate work ethics with discipline and responsibility, encouraging timely completion of tasks and maintaining quality [14]. Add that work ethics build employee motivation to work with high commitment [15]. Also notes that high work ethics promote consistency and integrity, even in difficult situations. Companies that instill work ethics into organizational culture create an environment that supports professional growth and motivation [16]. Work

ethics not only improve employee performance but also create a culture of mutual respect, which is important for maintaining a positive reputation, improving customer satisfaction, and supporting the achievement of company goals in a competitive market [17].

Affective commitment is a key factor in determining organizational success, especially in a competitive business environment. This commitment refers to the emotional attachment employees have to the company, which motivates them to actively engage and contribute to the success of the organization. According to [18], affective commitment is the strongest component of the three-dimensional organizational commitment theory, along with continuous and normative commitment. Employees with high affective commitment are more motivated to work effectively, show high loyalty, and have low absenteeism and turnover rates [7]. Affective commitment also plays an important role in the service sector, where the quality of interactions between employees and customers greatly affects customer satisfaction. [19] explain that emotional attachment to the company creates a strong sense of ownership, driving dedication and initiative. Employees are motivated to provide quality service and respond to customer needs [20].

Employees with high affective commitment tend to be more motivated, responsible, and proactive in improving work efficiency. They often help colleagues, share ideas, and create a positive work culture that supports the organization's success [6]. On the other hand, employees with low affective commitment tend to be absent, less motivated, and seek other job opportunities, negatively impacting productivity and organizational stability. According to [21], affective commitment can be measured by the alignment of employees' personal values with the core values of the company. This alignment increases employee engagement and encourages them to go beyond job expectations. Affective commitment also helps companies reduce turnover, cut training costs, and retain high-performing employees, providing a competitive edge in the face of tight business competition [20]. By fostering strong affective commitment, organizations can build loyalty, productivity, and employee performance quality, supporting long-term success.

Differences in research results regarding the influence of workload, work ethics, and affective commitment on employee performance show that their effects vary depending on the industry and work environment [13]. Study found that workload significantly affects performance [21], while discovered that workload has more impact on motivation than directly on performance [22]. This suggests that the effect of workload on performance is influenced by operational contexts and industry characteristics. Found that work ethics had no significant impact on performance in the hospitality sector [15], while stated that affective commitment is influenced by factors such as person-job fit, so its impact on performance is not always direct [23]. This study aims to clarify the impact of affective commitment on employee performance at Apotek Semesta Group Jember branch, a health sector requiring high loyalty for optimal service. Based on initial observations and surveys, several issues affecting employee performance were found.

The pharmacy staff at Apotek Semesta face a high workload, working up to 11 hours a day (3,102 hours per year), including primary tasks such as serving customers and additional tasks like checking medications, recording transactions, and managing invoices. These additional tasks take up an average of 341 hours per year, leading to an imbalance that decreases efficiency and focus on primary duties.

High administrative workload during certain months, lowers work efficiency with employee performance below company targets. This imbalance directly affects service quality, one of the key pillars in maintaining customer trust. Although reward programs such as bonuses have been implemented, their impact has not significantly improved performance. This highlights the need for better human resource management, including effective work time allocation and strategies to reduce work pressure. As a health sector company, Apotek Semesta Group has high demands for accuracy and service quality. Small mistakes can have a major impact on customer trust. Therefore, it is crucial to optimize work supervision, understand the factors influencing performance, and create better workload management strategies. Workload, work ethics, and affective commitment are considered to have a significant impact on employee performance. With better management, the company can improve work efficiency, maintain service quality, and ensure long-term customer satisfaction. This study aims to identify strategies that can holistically support employee performance to drive company success.

RESEARCH METHOD

This research uses a quantitative approach to measure the effect of independent variables, namely workload (X1), work ethics (X2), and affective commitment (X3), on the dependent variable, which is employee performance (Y). The research location was chosen at Apotek Semesta Group, located in Jember Regency. This location was selected based on the diversity of employees and the relevance of the work environment, which provides an opportunity to evaluate the factors affecting performance. The quantitative method utilizes SPSS 20 application for data analysis [24]. The population in this study is all employees of Apotek Semesta Group in Jember Regency, which consists of 24 branches with a total of 165 employees. The sampling method used in this study refers to the Solvin approach [25], with the following formula:

$$n = \frac{N}{1 + Ne^2}$$

N : Population size n

n : Sample size

e : Tolerance error limit

According to the formula, the sample size used in this study is as follows:

$$n = \frac{165}{1+167(0,1)^2} = \frac{165}{1+1,65} = \frac{165}{2,65} = 62,26 \approx 63$$

The sampling technique used is proportional sampling [26]. With a sample size of 63 respondents for all 24 branches, the proportional sampling calculation for each branch is as follows:

Table 1. Proportional sampel.

| No | Pharmacy Name | Number of SPG Employees | Number of Employees Who Filled Out the Questionnaire |
|----|----------------------|-------------------------|--|
| 1 | Galaxy Talangsari | 6 | 3 |
| 2 | Patrang Farma | 5 | 2 |
| 3 | Semesta Gebang | 5 | 2 |
| 4 | Semesta Kalimantan | 5 | 2 |
| 5 | Semesta Cokroaminoto | 5 | 2 |
| 6 | Semesta Sukowono | 4 | 2 |
| 7 | Semesta Talangsari | 4 | 2 |
| 8 | Megaton Sumberbaru | 5 | 2 |
| 9 | Semesta Ambulu | 6 | 3 |
| 10 | Ambulu Farma | 8 | 3 |
| 11 | Semesta Balung | 9 | 3 |
| 12 | Semesta Bangsalsari | 6 | 2 |
| 13 | Galaxy Ambulu | 8 | 3 |
| 14 | Galaxy Balung | 9 | 3 |
| 15 | Galaxy Bangsal | 5 | 2 |
| 16 | Galaxy Kencong | 9 | 3 |
| 17 | Galaxy Patrang | 6 | 3 |
| 18 | Galaxy Puger | 6 | 3 |
| 19 | Galaxy Wuluhan | 9 | 3 |
| 20 | Semesta Jenggawah | 9 | 3 |
| 21 | Semesta Kasiyan | 8 | 3 |
| 22 | Semesta Jombang | 7 | 3 |
| 23 | Semesta Muneng | 10 | 4 |
| 24 | Semesta Kencong | 11 | 4 |
| | Total | 165 | 63 |

The analysis tool used is multiple linear regression [26]. This statistical method allows us to analyze the extent to which the independent variables (X_1 , X_2 , X_3) affect the dependent variable (Y). The multiple linear regression equation is formulated as the main tool in identifying the relationship and influence between variables, with the following equation:

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

Y : Employee Performance
 a : Constant Coefficient
 b_1, b_2, b_3 : Regression Coefficients
 X_1 : Workload
 X_2 : *Work Ethics*
 X_3 : Affective Commitment
 e : *Error or Residual*

RESULTS AND DISCUSSION

Results

Validity

Table 2. Validity test.

| No | Variable | Requirement | | Criteria |
|----------------------|----------|-----------------|---------------------------------|----------|
| | | <i>r</i> hitung | <i>r</i> tabel 10% (63-2)=61 | |
| Workload | | | | |
| 1 | X1.1 | 0,622 | 0,2091 | Valid |
| 2 | X1.2 | 0,553 | 0,2091 | Valid |
| 3 | X1.3 | 0,539 | 0,2091 | Valid |
| 4 | X1.4 | 0,691 | 0,2091 | Valid |
| 5 | X1.5 | 0,607 | 0,2091 | Valid |
| 6 | X1.6 | 0,517 | 0,2091 | Valid |
| Work Ethics | | | | |
| 7 | X2.1 | 0,236 | 0,2091 | Valid |
| 8 | X2.2 | 0,451 | 0,2091 | Valid |
| 9 | X2.3 | 0,650 | 0,2091 | Valid |
| 10 | X2.4 | 0,601 | 0,2091 | Valid |
| 11 | X2.5 | 0,492 | 0,2091 | Valid |
| 12 | X2.6 | 0,599 | 0,2091 | Valid |
| 13 | X2.7 | 0,348 | 0,2091 | Valid |
| 14 | X2.8 | 0,377 | 0,2091 | Valid |
| 15 | X2.9 | 0,444 | 0,2091 | Valid |
| 16 | X2.10 | 0,584 | 0,2091 | Valid |
| Affective Commitment | | | | |
| 17 | X3.1 | 0,457 | 0,2091 | Valid |
| 18 | X3.2 | 0,550 | 0,2091 | Valid |
| 19 | X3.3 | 0,579 | 0,2091 | Valid |
| 20 | X3.4 | 0,709 | 0,2091 | Valid |
| 21 | X3.5 | 0,654 | 0,2091 | Valid |
| 22 | X3.6 | 0,550 | 0,2091 | Valid |
| 23 | X3.7 | 0,639 | 0,2091 | Valid |
| 24 | X3.8 | 0,456 | 0,2091 | Valid |
| Employee Performance | | | | |
| 25 | Y1.1 | 0,355 | 0,2091 | Valid |
| 26 | Y1.2 | 0,609 | 0,2091 | Valid |
| 27 | Y1.3 | 0,565 | 0,2091 | Valid |
| 28 | Y1.4 | 0,610 | 0,2091 | Valid |
| 29 | Y1.5 | 0,604 | 0,2091 | Valid |
| 30 | Y1.6 | 0,588 | 0,2091 | Valid |

Based on Table 2, the relationship between the indicators of workload (X1), work ethics (X2), affective commitment (X3), and employee performance (Y) is stated as valid. This is because the calculated r values for each indicator are higher than the r table values, indicating a statistically significant correlation. Furthermore, the obtained significance values are below 0.05, indicating that the relationships are valid. Therefore, it can be concluded that each indicator has a strong and significant relationship with the measured variables, providing validity to the correlation testing for each indicator.

Reliability

Table 3. Reliability test.

| No | Variabel | Ketentuan | | Criteria |
|----|----------------------|-------------------------|----------------------|----------|
| | | <i>Cronbach's Alpha</i> | <i>Standar Alpha</i> | |
| 1 | Workload | 0,730 | 0,6 | Reliabel |
| 2 | Work Ethics | 0,663 | 0,6 | Reliabel |
| 3 | Affective Commitment | 0,746 | 0,6 | Reliabel |
| 4 | Employee Performance | 0,721 | 0,6 | Reliabel |

Based on Table 3, the reliability test for the instruments of workload (X1), work ethics (X2), affective commitment (X3), and employee performance (Y) shows reliable results. This is evident from the Cronbach's alpha values for each variable, which are greater than 0.6. These values indicate that the research instruments have good internal consistency, meaning that the data obtained can be trusted and used for further analysis in the study.

Normality Test

Table 4. Normality test.

| No | Variable | Requirement | | Criteria |
|----|--|-----------------|-------------------|----------|
| | | <i>T hitung</i> | <i>Sig >5%</i> | |
| 1 | Residual froms Variable (X1, X2, X3 and Y) | 0,932 | 0,05 | Normal |

Based on Table 4, the normality test results using the Monte Carlo approach show that the residuals of the workload (X1), work ethics (X2), affective commitment (X3), and employee performance (Y) variables are normally distributed. This is indicated by the t -value of 0.932, which is greater than 5%. This value suggests that the residual data meet the normality assumption, which is an essential condition for statistical analysis. With normally distributed data, the results of data processing become more valid and reliable for interpretation.

Multicollinearity Test**Table 5.** Multicollinearity test.

| No | Variable | Tolerance | VIF | Criteria |
|----|----------------------|-----------|-------|----------------------|
| 1 | Workload | 0,766 | 1,305 | No Multicollinearity |
| 2 | Work Ethics | 0,837 | 1,194 | No Multicollinearity |
| 3 | Affective Commitment | 0,892 | 1,121 | No Multicollinearity |

Based on Table 5, the results of the multicollinearity test indicate that the variables workload (X1), work ethics (X2), and affective commitment (X3) do not experience multicollinearity. This is evident from the tolerance values greater than 0.1 and the VIF values less than 10. These values suggest that there is no strong correlation between the independent variables in the regression model. It can be concluded that the regression model used is considered good, as multicollinearity, which could affect the accuracy of estimations and interpretation of results, is not present in these variables.

Heteroscedasticity Test**Table 6.** Heteroscedasticity test.

| No | Variable | Requirement | | Criteria |
|----|----------------------|-----------------|-------------------|-----------------------|
| | | <i>T hitung</i> | <i>Sig >5%</i> | |
| 1 | Workload | 0,877 | 0,05 | No heteroscedasticity |
| 2 | Work Ethics | 0,071 | 0,05 | No heteroscedasticity |
| 3 | Affective Commitment | 0,489 | 0,05 | No heteroscedasticity |

Based on Table 6, the results of the heteroscedasticity test indicate that the variables workload (X1), work ethics (X2), and affective commitment (X3) do not experience heteroscedasticity. This is evidenced by the significance values (t-statistics) of each variable being greater than 5%. Therefore, the residuals of the regression model exhibit constant variance across observations, thus meeting the assumption of homoscedasticity. It can be concluded that the regression model used provides valid and unbiased estimations.

Multiple Linear Regression Test**Table 7.** Multiple linear regression test.

| Model | Coefficients ^a | | | | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|--|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 14.395 | 4.133 | | | 3.482 | .001 |

| | | | | | |
|----------------------|------|------|------|-------|------|
| Workload | .182 | .123 | .203 | 2,532 | .000 |
| Work Ethics | .127 | .181 | .092 | 2,784 | .001 |
| Affective Commitment | .175 | .107 | .209 | 3.024 | .004 |

a. Dependent Variable: employee performance

Based on Table 7, the constant value (α) is 14.395, which represents the initial value of the dependent variable when all independent variables are zero. Meanwhile, the coefficient for workload (β) is 0.182, for work ethics (β) is 0.127, and for affective commitment (β) is 0.175. These coefficients indicate the effect of each independent variable on the dependent variable, with higher β values suggesting a stronger influence.

Hypothesis Test

Tabel 8. Hypothesis test.

| No | Variabel | Ketentuan | | Nilai Signifikansi | Sig < 5% |
|----|----------------------|-----------------|---------------------------|--------------------|----------|
| | | <i>T hitung</i> | <i>T Tabel (0,025:59)</i> | | |
| 1 | Workload | 2,532 | 2.00100 | .000 | 0,05 |
| 2 | Work Ethics | 2,784 | 2.00100 | .001 | 0,05 |
| 3 | Affective Commitment | 3.024 | 2.00100 | .004 | 0,05 |

Based on Table 8, the results of the partial hypothesis test for each independent variable against the dependent variable, employee performance (Y), are as follows:

1. Workload (X1)

The t-test results show that the t-count for workload is 2.532, which is greater than the t-table value of 2.00100, with a significance value of 0.000, which is less than 0.05. Based on these criteria, H₀ is rejected, and H_a is accepted, meaning that workload significantly influences employee performance in a partial manner. This means that workload has a positive contribution to employee performance, and changes in workload can affect performance.

2. Work Ethics (X2)

The t-test results show that work ethics significantly influences employee performance, with a t-count of 2.784, which is greater than the t-table value of 2.00100, and a significance value of 0.001, which is less than 0.05. This means that H₀ is rejected, and H_a is accepted, indicating that work ethics helps create a productive work environment and supports the achievement of organizational goals through employee discipline and commitment.

3. Affective Commitment (X3)

The t-test results show that affective commitment significantly influences employee performance, with a t-count of 3.024, which is greater than the t-table value of 2.00100, and a significance value of 0.004, which is less than 0.05. This means that H₀ is rejected,

and H_a is accepted, indicating that affective commitment, or the emotional attachment of employees to the organization, enhances performance. Employees with high affective commitment tend to work with dedication, enthusiasm, and loyalty, which contributes to achieving organizational goals more effectively and productively.

Coefficient of Determination Test (R^2)

Table 9. Coefficient of Determination Test (R^2).

| Model Summary | | | | |
|---------------|--------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.377 ^a | 0.142 | 0.099 | 1.704 |

a. Predictors: (Constant), affective commitment, work ethics, workload

Based on Table 9 the coefficient of determination (R^2) of 0.377 indicates that 37% of the variation in employee performance is influenced by the variables of workload, work ethics, and affective commitment. The Adjusted R Square value of 0.099 also indicates that this regression model can explain the variation in employee performance to a limited extent.

Discussion

The Effect of Workload on Employee Performance

Based on the research findings, workload (X_1) has a significant impact on employee performance at Apotek Semesta Group. The t-test results show a t-value of 2.532, which is greater than the t-table value of 2.00100, with a significance of 0.000, which is less than 0.05. These results indicate that the alternative hypothesis (H_a) is accepted, meaning that workload, in isolation, has a significant effect on employee performance. The workload experienced by employees includes three main dimensions: physical workload, mental workload, and emotional workload. Physical workload involves tasks such as organizing drug stocks, mental workload encompasses the need for concentration and quick decision-making, especially when serving patients and handling prescriptions, while emotional workload is related to emotional pressure from interacting with patients and their families, often requiring empathy and patience. This suggests that the workload experienced by employees is not only physical but also involves complex psychological aspects.

In line with these findings, previous studies also support the idea that workload can affect employee productivity and performance. Found that employees who feel burdened by their workload tend to experience decreased productivity, higher error rates, and increased absenteeism [27]. This condition is often accompanied by a decline in motivation and job satisfaction, which can negatively impact overall organizational achievement. On the other hand [28] showed that providing an ideal and measurable workload can support optimal employee performance, helping organizations achieve their strategic goals. This highlights the importance of effective workload management

planning to ensure a balance between job demands and employee capacity, thus maintaining productivity, efficiency, and work well-being.

At Apotek Semesta Group, effective workload management is a key factor in improving employee performance while maintaining their well-being. Excessive workload can lower the quality of service to customers, while too little workload can reduce motivation and efficiency. Therefore, management should design workloads that match employees' abilities and capacities, including providing training to handle emotional, mental, and physical pressure. Creating a supportive work environment, where employees feel valued and receive the necessary support to accomplish their tasks, is crucial. With the right strategy, organizations can optimize employee performance, increase work motivation, and ensure better service to customers.

The Effect of Work Ethics on Employee Performance

Based on the research findings, work ethics (X2) has a significant impact on employee performance at Apotek Semesta Group. The t-test results show a t-value of 2.784, which is greater than the t-table value of 2.00100, with a significance of 0.001, which is less than 0.05. These results indicate that the alternative hypothesis (Ha) is accepted, meaning that work ethics has a substantial effect on employee performance in isolation. Work ethics includes fundamental values such as honesty, responsibility, discipline, and commitment, which play a key role in creating a productive work environment. At Apotek Semesta Group, work ethics that have an impact include honesty in providing services to customers, punctuality in completing tasks like preparing medications, responsibility for ensuring prescription accuracy, teamwork in serving customers, and initiative in offering innovative solutions such as free health check-up services. These values form the basis of employee behavior that supports work efficiency and enhances service quality to customers.

Previous research supports these findings. According to [29] employees with strong work ethics tend to be more disciplined, responsible, and proactive in facing challenges. They complete tasks on time, adhere to company rules, and strive to deliver the best results. This aligns with the findings of [15] that a strong work ethic creates a positive work environment where everyone focuses on achieving shared goals. When values such as honesty, commitment, and professionalism are consistently applied, overall organizational productivity increases. Additionally, [30] states that work ethics significantly contributes to shaping employee behaviors that promote productivity and work quality. With good work ethics, employees are better able to adapt to changes and work together effectively to meet organizational targets. This shows that work ethics not only affects individual performance but also enhances team efficiency as a whole.

At Apotek Semesta Group, the influence of good work ethics not only supports employee performance but also impacts customer satisfaction. Honesty in providing information and services, discipline in completing tasks on schedule, and effective teamwork create positive customer experiences. Additionally, responsibility for maintaining accuracy and service quality helps reduce the risk of errors, while initiative in offering additional services adds value for customers. Therefore, management should

continue to promote the strengthening of work ethics through training, effective communication, and rewarding employees who demonstrate good work behavior. These efforts not only help maintain productivity and efficiency but also foster harmonious working relationships within the organization, supporting the long-term achievement of Apotek Semesta Group's strategic goals.

The Effect of Affective Commitment on Employee Performance

Based on the research findings, affective commitment (X3) has a significant impact on employee performance at Apotek Semesta Group. This is evidenced by a t-value of 3.024, which is greater than the t-table value of 2.00100, with a significance level of 0.004, which is less than 0.05. Therefore, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted, indicating that affective commitment makes a substantial contribution to improving employee performance. Affective commitment encompasses emotional attachment, sense of ownership, loyalty, and job satisfaction felt by employees toward the organization. At Apotek Semesta Group, the sense of ownership is reflected in employees' pride in being part of the team, loyalty is evident in their desire to stay with the company despite other opportunities, job satisfaction is felt through comfort in their roles and work environment, and active participation is shown through contributing innovative ideas during meetings. These factors enhance employees' motivation and dedication to delivering their best performance, thus supporting the optimal achievement of the organization's goals.

Affective commitment plays a crucial role in building an emotional connection between employees and the organization. This strong emotional bond makes employees feel attached to the company and proud to be part of the team. [21] research also supports these findings, stating that high affective commitment fosters loyalty, comfort, and work motivation. Employees who feel valued and have a good emotional relationship with the organization tend to work harder, be more proactive, and more enthusiastic in performing their tasks. This is consistent with the research of [20], which found that employees with a high level of affective commitment are more dedicated and motivated to achieve the best results. With an emotional attachment, employees show greater initiative and strive to support the company's goals to the fullest.

Effective management of affective commitment at Apotek Semesta Group can significantly enhance employee performance. Management needs to create a work environment that fosters a sense of ownership and loyalty through rewards, recognition, and career development opportunities. Providing positive feedback, involving employees in decision-making, and facilitating team collaboration can strengthen employees' emotional attachment to the organization. Additionally, listening to employee input and providing support for their needs can increase job satisfaction, which ultimately impacts their motivation and dedication to their work. By strengthening affective commitment, Apotek Semesta Group not only improves employee performance but also creates a positive work culture that supports the long-term growth and sustainability of the organization.

CONCLUSION

Fundamental Finding : The research findings reveal that workload (X1) significantly affects employee performance at Apotek Semesta Group, with a t-value of 2.532 > t-table value of 2.00100 and a significance level of 0.000 < 0.05. This indicates that workload, encompassing physical, mental, and emotional dimensions, plays a critical role in shaping employee performance. Work ethics (X2) also demonstrate a significant influence on employee performance, as shown by a t-value of 2.784 > t-table value of 2.00100 and a significance level of 0.001 < 0.05. Fundamental work ethics, such as honesty, discipline, and teamwork, contribute to a productive and collaborative work environment. Additionally, affective commitment (X3) has a significant impact on employee performance, supported by a t-value of 3.024 > t-table value of 2.00100 and a significance level of 0.004 < 0.05. Emotional attachment, loyalty, and a sense of belonging motivate employees to perform better and contribute to achieving organizational goals.

Implication : These results suggest that organizations should prioritize managing workload effectively, promoting strong work ethics, and fostering affective commitment among employees to enhance overall performance. Effective workload management can enhance productivity while mitigating stress-related issues. Strengthening work ethics can improve both individual and organizational efficiency, while building emotional bonds and loyalty through affective commitment can further drive employee motivation and alignment with organizational objectives.

Limitation : While the study confirms the significant influence of workload, work ethics, and affective commitment on employee performance, it is limited to the context of Apotek Semesta Group. The specific organizational culture, policies, and demographic characteristics may have influenced the outcomes. As such, the findings may not be fully generalizable to other sectors or organizations without similar contextual factors.

Future Research : Future research could expand this study by exploring additional variables that may influence employee performance, such as leadership style, organizational support, or job satisfaction. Comparative studies across different industries or geographic regions could provide deeper insights into how these factors interact under varying organizational settings. Furthermore, longitudinal approaches could help assess how changes in workload, ethics, and commitment affect performance over time.

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