

THE INFLUENCE OF ORGANIZATIONAL SUPPORT EMPLOYEE ENGAGEMENT AND WORK ETHIC ON EMPLOYEE PERFORMANCE IN THE OIL AND GAS COMPANY ENI INDONESIA - JAKARTA

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ABSTRACT

The aim of this research is to analyze the influence of organizational support, employee engagement and work ethic on employee performance in oil and gas companies, ENI Indonesia - Jakarta. This research uses a quantitative approach with data collection techniques in the form of questionnaires and literature studies. The population and sample used were ENI Indonesia employees, totaling 90 respondents. The research results show that Work Ethic does not have a significant effect on Employee Performance even though it has a positive value. Organizational support has a positive and significant effect on employee performance. Employee Engagement has a positive and significant effect on Employee Performance. Meanwhile, organizational support, employee engagement and work ethic simultaneously have a positive and significant effect on employee performance.

KEYWORDS *Organizational Support, Employee Engagement, Work Ethics, Employee Performance*



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INTRODUCTION

Every organization or company has a goal to achieve. These goals can be achieved by utilizing various existing resources, such as natural, financial, human, scientific, and technological resources. Among all these resources, human resources are the most important because they are able to demonstrate competitive advantage and synergize other resources to achieve organizational goals.

Human resource management is a formal system framework within an organization to ensure the effective and efficient utilization of human talents to achieve organizational goals. Human resource management brings together several fields of

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science such as sociology and psychology, and includes the design and implementation of appropriate systems for recruitment, development, organization, performance evaluation, career arrangements, compensation, and employment relations. The quality and quantity of human resources determine the performance of an organization in completing their tasks and functions.

The success of an organization is highly dependent on the quality of its human resources. Improving performance in the organization is a form of developing existing human resources. This development helps the organization more easily achieve its goals because qualified employees are able to carry out their duties and functions properly. Therefore, it requires commitment from the organization's leaders to realize these goals.

Employee performance plays an important role in organizational productivity and success. Evaluation of employee performance can be done by looking at the amount and quality of work produced, timeliness of work completion, attendance at work, and the ability to cooperate with coworkers. Some factors that affect employee performance include organizational support, employee engagement, and individual work ethic.

Organizational support, such as fairness in the treatment of employees, appreciation of achievements, support from leaders, and a conducive work environment, can improve employee performance. Employee engagement, which includes passion, dedication, and appreciation for work, also plays an important role in improving performance. In addition, work ethic, such as respect for time, resilience, desire for independence, and adaptability, also affects employee performance (Nendi et al., 2024; Umam & Abdurokhim, 2024).

This study aims to prove the relationship between organizational support, employee engagement, and work ethic on employee performance in oil and gas company, ENI Indonesia - Jakarta. The results of the study are expected to be taken into consideration for the leadership and management of the agency to determine the factors that affect employee performance and improve the implementation of organizational culture, employee engagement, and work ethic in their company.

Research on organizational support, employee engagement and work ethic on employee performance has been widely used by previous researchers, such as those conducted by (Aeni & Dwiyantri, 2021), (Salim & Tjalla, 2023), Endah Mujiasih (2015), (Umihastanti & Frianto, 2022), Muslim et al (2018). Meanwhile, (Amin et al., 2022) shows that organizational support on performance has no significant effect. Then (Rahmadalena & Asmanita, 2020) shows that employee engagement has no significant effect on employee performance. Then (Palgunadhi et al., 2024) show that work ethic has no effect on employee performance.

This background has motivated the author to prove the relationship between the variables of organizational support, employee engagement, and work ethic on employee performance. Of the four variables, the authors are interested in conducting research by taking the title "The Effect of Organizational Support, Employee Attachment and Work Ethic on Employee Performance at the Oil and Gas Company, ENI Indonesia - Jakarta". The results of this study are expected to be taken into consideration by various parties, especially for the leadership and management of the agency in order to find out what factors can affect employee performance,

including the implementation of organizational culture, employee attachment, and realizing work ethic for employees.

Research Hypothesis

Based on the framework and research paradigm on the previous page, the authors formulate the following hypothesis:

- H1 : Organizational support can affect employee performance
- H2 : Employee engagement can affect employee performance
- H3 : Work ethic can affect employee performance
- H4 : Organizational support, employee engagement and work ethic can affect employee performance.

RESEARCH METHOD

Research Design

Research design is an important stage that must be passed by a researcher to ensure that the research runs in accordance with the objectives to be achieved. Research design is a work plan that leads to construction to find answers to each question (Mulyadi, 2012: 71). This study uses associative methods based on the formulation of problems and hypotheses, which are causal in nature with a quantitative approach.

Sugiyono (2019: 65) states that causal associative is a type of research that examines the relationship between two or more variables. Causal relationship means that there is a causal relationship between variables. This study uses independent variables (those that influence) and dependent variables (those that are influenced). This study aims to determine the extent of the causal relationship of the independent variables (Organizational Support, Employee Attachment, and Work Ethic) to the dependent variable (Employee Performance), both partially and simultaneously.

The approach used is quantitative, which is based on the philosophy of positivism. This method examines a specific population or sample, collects data using research instruments, and analyzes data quantitatively or statistically to test predetermined hypotheses (Sugiyono, 2019: 17).

Operational Definition of Variables

According to Sugiyono (2010: 38), the operational definition of variables is an element or value that comes from objects or activities that have certain variations which are then determined to be studied and drawn conclusions. In this study, the independent variables are Organizational Support (X1), Employee Attachment (X2), and Work Ethic (X3), while the dependent variable is Employee Performance.

Population and Sample

According to Sugiyono (2018: 117), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and draw conclusions. The population in this study were all employees of the ENI Indonesia company, totaling 120 employees. The sample is

part of the population taken for analysis. This study used a simple random sampling technique with an error tolerance of 5%, so that the sample taken was 90 employees.

Data Collection Techniques and Tools

The data collection methods used include:

1. **Questionnaire:** Data was obtained by distributing questionnaires directly to respondents. The questionnaire contains questions that measure the effect of Organizational Support, Employee Attachment, and Work Ethic on Employee Performance, using a Likert scale.
2. **Literature Study:** Data collection technique through reviewing books, literature, notes, and reports related to the research problem.

The type of data used is quantitative data in the form of numbers and analyzed statistically. Data sources consist of primary data (data directly obtained from respondents) and secondary data (data obtained from documents or other sources).

Data Analysis Technique

Data analysis includes data requirements testing, validity testing, and reliability testing. The validity test measures whether the research instrument can measure what it is supposed to measure, while the reliability test measures the consistency of the measuring instrument. In addition, classical assumption tests such as normality test, multicollinearity test, and heteroscedasticity test were conducted to ensure the data met the requirements of the analysis.

Inferential statistical analysis was used to test the hypothesis, including correlation test, coefficient of determination test, and linear regression test. The t test and F test are used to test the significance of the influence of the independent variables on the dependent variable, both partially and simultaneously. The hypotheses tested include the effect of Organizational Support, Employee Attachment, and Work Ethic on Employee Performance.

RESULT AND DISCUSSION

Research Results

Description of Research Location

ENI S.p.A. is a Rome-based multinational oil and gas company, considered one of the seven largest oil companies in the world. ENI operates in 66 countries with a market capitalization of US\$ 36.08 billion as of December 31, 2020. The Italian government holds 30.33% of the company's shares. ENI is a component of the Euro Stoxx stock market index. The name "ENI" was originally an acronym for "Ente Nazionale Idrocarburi" (National Hydrocarbons Board) and has operations in areas such as nuclear power, energy, mining, chemicals, plastics, distribution, and refining.

ENI was founded in 1953 from the previous company, Agip, which was formed in 1926. In 1952, ENI's logo was established with a six-legged dog as the symbol. ENI began operations in Indonesia in 2000, primarily in Kalimantan through the Sanga-Sanga PSC Block. Exploration activities are focused offshore East Kalimantan with eight sites in the two oil basins of Kutai and Tarakan. ENI Indonesia's head office is located at Pondok Indah Office Tower, South Jakarta.

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Description of Research Result Data

Respondents used for this research are ENI Indonesia employees who use questionnaires. The questionnaires that have been distributed are 90 samples and all meet the requirements for analysis. The process of obtaining data from respondents in this study was carried out by filling out a questionnaire distributed through online media (Googleform). Furthermore, the results of data collection through questionnaires will be presented in detail as follows:

a. Respondent Characteristics

1. Based on Gender: Respondents consisted of 51 males (57%) and 39 females (43%).
2. Based on Age: Respondents were aged <20 years (2%), 20-30 years (47%), 31-40 years (30%), and >40 years (21%).
3. Based on Marital Status: Respondents consisted of 58 married (64%) and 32 unmarried (36%).
4. Based on Education Level: Respondents consisted of high school (34%), diploma (10%), bachelor's (49%), and master's (7%) graduates.
5. Based on Length of Service: Respondents consisted of <5 years (38%), 5-10 years (34%), 11-15 years (16%), and >15 years (12%).
6. Based on Employment Status: Respondents consisted of contract employees (63%) and permanent employees (37%).

b. Characteristics of Respondents' Answers

1. Job Support (X1): Respondents agreed (mode 4) that the company supports them in solving problems, treats fairly, gives rewards, and does not overload tasks.
2. Employee Engagement (X2): Respondents agree (mode 4) that they can overcome difficulties, cooperate with the team, concentrate at work, feel inspired, and are loyal to the team.
3. Work Ethic (X3): Respondents strongly agreed (mode 5) that they view work as a mandate, work with responsibility, discipline, and enthusiasm.
4. Employee Performance (Y): Respondents agreed (mode 4) that the work results have a low level of errors and damage, careful work, the amount of work according to responsibilities, and attendance is always on time.

c. Characteristics of Respondent Data Distribution

The distribution of respondent data for the variables of Organizational Support, Employee Engagement, Work Ethic, and Employee Performance can be seen from the results of SPSS Output. In the Organizational Support variable, the data shows that of the 90 respondents, the minimum value is 14, the maximum value is 50, with a data range of 36, an average of 40.78, and a standard deviation of 6.636, which indicates relatively small data deviations. The Employee Engagement variable also has 90 respondents, with a minimum value of 10, a maximum of 49, a range of 39, an average of 40.79, and a standard deviation of 6.401, indicating relatively small data deviations. For the Work Ethic variable, the data from 90 respondents

shows a minimum value of 11, a maximum of 50, a range of 39, an average of 41.97, and a standard deviation of 7.155, which also indicates a small data deviation. While the Employee Performance variable has a minimum value of 14, a maximum of 50, a range of 36, an average of 40.74, and a standard deviation of 5,990 from 90 respondents, which again shows a small data deviation. The results of the data distribution of these four variables are presented in the form of a histogram which can be seen in the SPSS 2024 output.

Analysis Requirement Testing

Validity Test

Validity measures the extent to which a measuring instrument is effective in measuring what should be measured. In this study, the validity test was conducted on 90 respondents using the SPSS for Windows Version 24.0 program. The decision is made based on the value of r count (Corrected Item-Total Correlation) which is greater than r table of 0.207 for $df = 88$ at $\alpha = 0.05$. The validity test results show that all statement items on the Organizational Support (X1), Employee Attachment (X2), Work Ethic (X3), and Employee Performance (Y) variables are declared valid because the calculated r value of each item is greater than r table.

Reliability Test

Reliability measures the consistency of the measurement results of the questionnaire. In this study, the reliability test used the Cronbach Alpha technique with the help of SPSS Version 24.0. Decisions are made based on the Cronbach Alpha coefficient which is greater than 0.70. The reliability test results show that the Organizational Support variable (X1) has a Cronbach Alpha of 0.909, Employee Attachment (X2) of 0.912, Work Ethic (X3) of 0.952, and Employee Performance (Y) of 0.875. All of these variables are declared to have high reliability or reliability.

Hypothesis Testing

Normality Test

To test the normality of the data in this study, the *Kolmogorov Sminorv-Test* test was used. The basis for decision making, that a data is normally distributed or not is by comparing the *p-value* with the significance level (α) of 0.05. If the $p\text{-value} > 0.05$, then the data is normally distributed. In the assumption of regression normality, the normality test is carried out on the residuals of the regression. The SPSS output results for the normality test can be seen in the following table:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			90
Normal Parameters ^{a,b}		Mean	.0000000
		Std. Deviation	3.48751774
Most Extreme Differences	Differ-ences	Absolute	.144
		Positive	.116

	Negative	-.144
Test Statistic		.144
Asymp. Sig. (2-tailed)		.000 ^c
Monte Carlo Sig. (2-tailed)		.061 ^d
	99% Confidence Interval	Lower Bound .056
		Upper Bound .066

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 2000000.

Source: SPSS output.2024

From the *One-Sample Kolmogorov-Smirnov Test* table, the *Monte Carlo Sig. (2-tailed)* of 0.061 is greater than 0.05, so it can be concluded that the data comes from a population having a distribution .

Classical Assumption Test

Linearity Test

To determine the linearity of the research distribution, a linearity test was conducted which determines the linear relationship between two variables. The linearity test criteria are: if the probability value > 0.05 , the independent and dependent variables have a linear relationship, otherwise if the probability value < 0.05 , there is no linear relationship.

The linearity test results show that:

1. The Organizational Support variable on Employee Performance has a Deviation from Linearity value of $0.160 > 0.05$, indicating a linear relationship.
2. The Employee Attachment variable on Employee Performance has a Deviation from Linearity value of $0.137 > 0.05$, indicating a linear relationship.
3. The Work Ethic variable on Employee Performance has a Deviation from Linearity value of $0.127 > 0.05$, indicating a linear relationship.

Multicollinearity Test

Multicollinearity testing is done by looking at the amount of *Tolerance Value* and *Variance Inflation Factor* (VIF). The basis for decision making in the Multicollinearity Test can be done in two ways:

- a. See the *Tolerance Value*:
 1. If the *Tolerance Value* > 0.10 , it means that there is no multicollinearity in the data tested.
 2. If the *Tolerance Value* < 0.10 , it means that there is Multicollinearity in the data tested.
- b. Looking at the VIF (*Variance Inflation Factor*) value
 1. If the VIF value is < 10.00 , it means that there is no multicollinearity in the data tested.
 2. If the VIF value > 10.00 , it means that there is Multicollinearity in the data tested.

From the calculation results, the following results were obtained:

Table 2. Multicollinearity Test Results

Coefficients^a

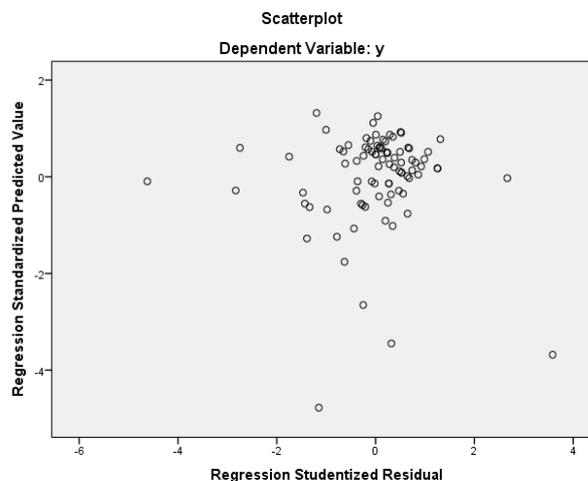
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	8.715	2.510		3.472	.001		
	x1	.218	.098	.241	2.214	.029	.331	3.017
	x2	.513	.136	.549	3.769	.000	.186	5.379
	x3	.052	.106	.063	.494	.623	.245	4.075

a. Dependent Variable: y
 Source: SPSS output, 2024

From table 2 the multicollinearity test results show that the *Tolerance* value of the Organizational Support Variable (X1) is 0.331, Employee Attachment (X2) is 0.186, and Work Ethic (X3) is 0.245, the *Tolerance Value* > 0.10, it means that there is no Multicollinearity in the data tested. The calculation results also show that all independent variables VIF value Organizational Support (X1) 3.017, Employee Attachment (X2) 5.379, and Work Ethic (X3) 4.075, less than 10 (<10) so it can be concluded that there are no symptoms of multicollinearity in the regression model used.

Heteroscedasticity Test

Heteroscedasticity Test is to see if there is an inequality of variance from one residual to another observation. A regression model that meets the requirements is where there is an equality of variance from the residuals of one observation to another observation remains or is called homoscedasticity. Detection of heteroscedasticity can be done with the *scatter plot* method by plotting the ZPRED value (predicted value) with SRESID (residual value). A good model is obtained if there is no certain pattern on the graph, such as collecting in the middle, narrowing then widening or vice versa widening then narrowing.



Source: SPSS Output, 2024

Figure 4.11 Heteroscedasticity Test Results

From the results of the SPSS Output in Figure 4.28 shows that there is no heteroscedasticity disorder that occurs in the process of estimating the parameters of the estimation model, the points spread above and below the number 0 on the Y axis without forming a certain pattern, so there is no heteroscedasticity. So overall it can be concluded that there is no heteroscedasticity problem in this study.

Correlation Test

Simple Correlation Test

The first step in hypothesis testing uses moment product correlation analysis to assess the degree of closeness of the relationship between the independent variable and the bound variable. The results of the correlation between these variables can be seen in the following table:

The Correlation Test Table shows the following results:

- Organizational Support (X1) and Employee Performance (Y) have a correlation of 0.735 (strong).
- Employee Engagement (X2) with Employee Performance (Y) has a correlation of 0.799 (strong).
- Work Ethic (X3) and Employee Performance (Y) have a correlation of 0.718 (strong).

Multiple Correlation Test

Multiple correlation analysis was carried out to assess the level of close relationship between group independent variables (X1, X2, X3) and bound variables (Y). The results showed a correlation of 0.813, which belongs to the category of "very strong" correlation. These results show that Organizational Support, Employee Engagement, and Work Ethic together have a very strong relationship with Employee Performance at ENI Indonesia.

c. Determination Coefficient Test

1.) Simple Determination Coefficient Test

The coefficient of determination test is carried out to determine how much the level of influence of the independent variable on the independent variable to see the influence between the independent variable and the dependent variable, the calculation through SPSS is used and then processed as follows:

Table 3. Test Results of the Coefficient of Determination of Organizational Support on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 ^a	.540	.534	4.087

a. Predictors: (Constant), x1

b. Dependent Variable: y

Source: SPSS output, 2024

The SPSS output in table 3 above obtained an *R Square* value of 0.540 then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), so that the result is 54.00%. Thus the magnitude of the contribution of Organizational Support (X1) to Employee Performance (Y) is 54.00%.

Table 4. Test Results of the Coefficient of Determination of Employee Engagement on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.635	3.619

a. Predictors: (Constant), x2

b. Dependent Variable: y

Source: SPSS output, 2024

The SPSS output in table 4 above obtained an *R Square* value of 0.639 then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), so that the result is 63.90%. Thus the contribution of Employee Engagement (X2) to Employee Performance (Y) is 63.90%.

Table 5. Test Results of the Coefficient of Determination of Work Ethic on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.515	.509	4.195

a. Predictors: (Constant), x3

b. Dependent Variable: y

Source: SPSS output, 2024

The SPSS output in table 5 above obtained an *R Square* value of 0.515 then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), so that the result is 51.50%. Thus the contribution of Work Ethic (X3) to Employee Performance (Y) is 51.50%.

2.) Multiple Determination Coefficient Test

The Multiple Determination Coefficient Test analysis is carried out to determine the level of relationship between the independent variables in groups (X1 X2 and X3) with the dependent variable the level of relationship between the independent variables and the dependent variable (Y). The results of the analysis Multiple Determination Coefficient Test between the independent variables and the dependent variable can be seen in the following table:

Table 6. Multiple Determination Coefficient Test Results Organizational Support, Employee Engagement and Work Ethic on Employee Performance

Model Summary^b

The Influence of Organizational Support Employee Engagement And Work Ethic On Employee Performance In The Oil And Gas Company Eni Indonesia - Jakarta

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.661	.649	3.548

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

Source: SPSS output, 2024

In table 6 the results of the analysis between Organizational Support, Employee Attachment and Work Ethic on Employee Performance obtained a determination value of 0.649 in the *Adjusted R Square* column. Then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), so that the result is 64.90%. Thus the contribution of Organizational Support, Employee Attachment and Work Ethic to Employee Performance is 64.90%, while the remaining 35.10% is influenced by other variables not examined.

d. Regression Test

1.) Simple Regression Test

Testing the regression equation is intended to determine the tendency of changes in the dependent variable (Employee Performance), if the independent variable Organizational Support changes. The equation for the calculation of Organizational Support (X1) on Employee Performance (Y) can be presented in the following table:

**Table 7. Regression Test Results
Organizational Support to Employee Performance**

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.706	2.697		5.083	.000
x1	.663	.065	.735	10.157	.000

a. Dependent Variable: y

Source: SPSS output, 2024

Based on the Output table 7 in the *Unstandardized Coefficients* column B for the Constant value (a) is 13.706, while the coefficient value of Organizational Support (b) is 0.663 so that the regression equation can be written:

$$Y = 13.706 + 0.663X_1$$

The coefficient (b) is called the regression direction coefficient and expresses the change in variable X by one unit. This change is an increase in the value of b with a positive sign and a decrease if b is negative. So that the results of the equation in this study translate that Employee Performance in a fixed state or not influenced by Organizational Support on Employee Performance already has a value of 13.706, then after being influenced by Organizational Support increases the value of Employee Performance by 0.663 every 1 increase.

**Table 8. Regression Test Results
Employee Engagement to Employee Performance**

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.232	2.474		4.136	.000
	x2	.748	.060	.799	12.484	.000

a. Dependent Variable: y
Source: SPSS output, 2024

Based on the Output table 8 in the *Unstandardized Coefficients* column B for the Constant value (a) is 10.232, while the coefficient value of Employee Attachment (b) is 0.748 so that the regression equation can be written:

$$Y = 10.232 + 0.748 X_{21}$$

The coefficient (b) is called the regression direction coefficient and expresses the change in variable X by one unit. This change is an increase in the value of b with a positive sign and a decrease if b is negative. So that the results of the equation in this study translate that Employee Performance in a fixed state or not influenced by Employee Attachment on Employee Performance already has a value of 10.232, then after being influenced by Employee Attachment increases the value of Employee Performance by 0.748 every 1 increase.

Table 9. Regression Test Results of Work Ethic on Employee Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.536	2.645		5.873	.000
	x3	.601	.062	.718	9.665	.000

a. Dependent Variable: y
Source: SPSS output, 2024

Based on the Output table 9 in the *Unstandardized Coefficients* column B for the Constant value (a) is 15.536, while the coefficient value of Employee Attachment (b) is 0.601 so that the regression equation can be written:

$$Y = 15.536 + 0.601 X_{31}$$

The coefficient (b) is called the regression direction coefficient and expresses the change in variable X by one unit. This change is an increase in the value of b with a positive sign and a decrease if b is negative. So that the results of the equation in this study translate that Employee Performance in a fixed state or not influenced by Work Ethic on Employee Performance already has a value of 15.536, then after being influenced by Work Ethic increases the value of Employee Performance by 0.601 every 1 increase.

2.) Multiple Regression Test

Multiple regression is a regression or prediction model that involves more than one independent or predictor variable. The following are the SPSS output results for multiple regression:

Table 10. Multiple Linear Regression Test Results Organizational Support, Employee Engagement and Work Ethic on Employee Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1(Constant)	8.715	2.510		3.472	.001
x1	.218	.098	.241	2.214	.029
x2	.513	.136	.549	3.769	.000
x3	.052	.106	.063	.494	.623

a. Dependent Variable: y
Source: SPSS Output, 2024

Based on the Output table 10 in the *Unstandardized Coefficients* column B for the Constant (a) value is 8.715, while the coefficient value of Organizational Support (X1) is 0.218, Employee Attachment (X2) is 0.513 and Work Ethic (X3) is 0.052 so that the regression equation can be written:

$$Y = 8.715 + 0.218X_1 + 0.513X_2 + 0.052X_3$$

The coefficient (b) is called the regression direction coefficient and expresses the change in variable X by one unit. This change is an increase in the value of b with a positive sign and a decrease if b is negative. So that from the results of the equation in this study it is translated that Employee Performance is in a constant state or is not influenced by Organizational Support, Employee Attachment and Work Ethic. Employee performance already has a value of 8.175, then after being influenced by Organizational Support (X1) with an increase of 1, the value of employee performance increases by 0.218, after being influenced by Employee Attachment (X2) with an increase of 1, the value of employee performance increases by 0.513, and the Work Ethic variable (X3) is 0.052 every 1 increase.

e. Significance Test

1.) Test t (Partial Test)

To determine the level of significance of the influence between Organizational Support Employee Attachment and Work Ethic on Employee Performance, the correlation coefficient value with the t test calculation results is then compared with the *t two test* table (t table attached).

Table 11. Partial Hypothesis Significance Test Results Based on Multiple Regression Tests

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1(Constant)	8.715	2.510		3.472	.001
x1	.218	.098	.241	2.214	.029
x2	.513	.136	.549	3.769	.000

x3	.052	.106	.063	.494	.623
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a. Dependent Variable: y

Source: SPSS Output, 2024

Based on table 11, it is known that the regression coefficient value of Organizational Support (X1) is 2.214 with a positive value (+), Employee Attachment (X2) is 3.769 with a positive value (+), Work Ethic (X3) is 0.494 with a positive value (+), so it can be said that Organizational Support, Employee Attachment and Work Ethic have a positive effect on Employee Performance. The positive effect (+) means that the higher (increase) the value of Organizational Support (X1), Employee Attachment (X2) and Work Ethic (X3), the higher the Employee Performance at ENI Indonesia.

Furthermore, whether or not the research hypothesis is significant, the t test is carried out with the confidence level used is 95%, then the value of $\alpha = 0.05 / 2$. Decision making in the t test:

- H_0 is accepted and H_a is rejected if the t value $< t$ table or if the sig value > 0.05
- H_0 is rejected and H_a is accepted if the t value $> t$ table or if the sig value < 0.05 .

To find out the value of t table using the formula:

- t table = (significance level divided by 2; number of respondents minus the number of independent variables minus 1 if written in the form of a formula is: $(\alpha/2; n-k-1)$)
- t table = $(0.05/2; 90-3-1)$ or $(0.05/2; 90 - 4)$
- t table = $(0.025; 86)$, obtained t table value of 1.987 at 95% confidence interval (t table attached).

Based on the results of the regression analysis in table 4.39, the t value of Organizational Support (X1) is $2.214 > t$ table 1.987, and the significance value is 0.029 below 0.05, the t value of Employee Engagement (X2) is $3.769 > t$ table 1.987, and the significance value is 0.000 below 0.05, the t value of Work Ethic (X3) is $0.494 < t$ table 1.987, and the significance value is 0.623 above 0.05, at the 95% confidence interval so the conclusion is:

H_{a1} : There is a significant influence of Organizational Support (X1) on Employee Performance (Y) ENI Indonesia.

H_{o1} : There is no significant effect of Organizational Support (X1) on Employee Performance (Y) ENI Indonesia.

H_{a2} : There is a significant influence of Employee Engagement (X2) on Employee Performance (Y) ENI Indonesia.

H_{o2} : There is no significant effect of Employee Engagement (X2) on Employee Performance (Y) ENI Indonesia.

H_{a3} : There is a significant influence of Work Ethic (X3) on Employee Performance (Y) ENI Indonesia.

H_{o3} : There is no significant effect of Work Ethic (X3) on Employee Performance (Y) ENI Indonesia.

Thus the first hypothesis which states: There is a significant effect of Organizational Support on ENI Indonesia Employee Performance. The second hypothesis

which states: There is a significant effect of Employee Engagement on ENI Indonesia Employee Performance. The third hypothesis which states: There is no significant effect of Work Ethic on Employee Performance (Y) ENI Indonesia .

2.) Test f (Simultaneous Test)

To test the hypothesis simultaneously between Organizational Support, Employee Attachment and Work Ethic on Employee Performance, the following are the results of SPSS output version 24.0:

Table 12. Test Results f (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2110.635	3	703.545	55.894	.000 ^b
	Residuals	1082.487	86	12.587		
	Total	3193.122	89			

a. Dependent Variable: y

b. Predictors: (Constant), x3, x1, x2

Source: SPSS output, 2024

Before comparing the calculated F value, first look for the F table value, the formula is: $df1 = k - 1$ and $df2 = n - k$ where k is the number of variables (independent + dependent) and n is the number of observations/samples forming the regression. The number of samples forming the regression is 90. Then: $df1 = k - 1 = 4 - 1 = 3$ while $df2 = n - k = 90 - 4 = 86$ testing is done at $\alpha = 5\%$, then the F table value is 2.71.

Table 4.40, in the F column obtained F count of $55.894 > F$ table of 2.71 (f table attached), or by comparing the probability value (sig.F change) = 0.000 < 0.05, then the decision is H_a accepted.

H_o : There is no significant effect of Organizational Support (X1), Employee Attachment (X2) and Work Ethic (X3) together on Employee Performance (Y) at ENI Indonesia.

H_a : There is a significant influence of Organizational Support (X1), Employee Attachment (X2) and Work Ethic (X3) together on Employee Performance (Y) at ENI Indonesia.

Thus the fourth hypothesis which states: "There is an effect of Organizational Support, Employee Attachment and Work Ethic simultaneously on Employee Performance at ENI Indonesia" the hypothesis is significant.

Discussion

Discussion of research results is used to draw conclusions from the statistical data that has been analyzed. The following is a discussion or interpretation of the research results based on the results of the data analysis above.

The Effect of Organizational Support on Employee Performance

In the research results of the Organizational Support Correlation Test (X1) with the Employee Performance variable (Y), a value of 0.735 was obtained,

including the "strong" correlation criteria. While the contribution of Organizational Support to Employee Performance based on the Coefficient of Determination Test is 54.00%.

The regression analysis revealed a positive influence of Organizational Support on Employee Performance, with the equation $Y = 13.706 + 0.663X_1$, indicating that better Organizational Support at ENI Indonesia leads to higher Employee Performance. The significance test confirmed the positive and significant effect of Organizational Support on Employee Performance.

These findings align with previous research by (Fitriani et al., 2022), which stated that positive Organizational Support encourages employees to respond positively and perform well, fostering a reciprocal relationship. Similarly, Eli Retnowati and (Masnawati & Hariani, 2023) explained that creating a supportive, motivating, and appreciative work environment is crucial for optimizing employee contributions to organizational goals and achieving long-term success.

Organizational support, as described by Rhoades & Eisenberger (2002), significantly impacts performance by making employees feel valued and cared for by their company. This support can include compensation, benefits, promotions, and positive relationships between leaders and subordinates. When employees receive adequate support and feel their needs are met, they are more likely to feel obligated to reciprocate with good performance. Key indicators of Organizational Support include justice, support from superiors, rewards and working conditions, and managing stressors, all of which can significantly enhance Employee Performance.

The Effect of Employee Engagement on Employee Performance

The results of the study on the Correlation of Employee Engagement (X2) with Employee Performance (Y) showed a correlation value of 0.799, which was included in the "strong" category. The Coefficient of Determination test shows that Employee Engagement (X2) contributes 63.90% to Employee Performance (Y). Meanwhile, the Regression Test showed a positive influence with the equation $Y = 10.232 + 0.748X_2$, which means that the better the implementation of Employee Engagement (X2) in ENI Indonesia, the higher the Employee Performance (Y). The Significance Test proves that Employee Engagement has a positive and significant influence on Employee Performance at ENI Indonesia.

This research is in line with Robinson et al. (2014), which stated that Employee Engagement contributes to improving individual performance and supports the achievement of organizational success. Employees who have a high sense of attachment to the company will show better performance and have a strong emotional commitment to the organization and their work, so that they can provide the best quality and quantity of work to achieve the organization's optimal goals.

To increase Employee Engagement, it is necessary to pay attention to several indicators, namely:

- a. Vigor
- b. Dedication (dedikasi)
- c. Absorption

Research by Rismanto (2020), Farah et al. (2020), Ida et al. (2022), Denta & Agus (2022), and Biyanto & Siti (2019) also states that Employee Engagement can significantly improve Employee Performance.

The Effect of Work Ethic on Employee Performance

In the research results of the Work Ethic Correlation Test (X3) with the Employee Performance variable (Y), a value of 0.718 was obtained, including the "strong" correlation criteria. The magnitude of the contribution of the Coefficient of Determination Test of Work Ethic (X3) with the Employee Performance variable (Y) obtained the result of 51.50%. While the contribution to the Work Ethic Regression Test (X3) with the Employee Performance variable (Y) has a positive influence based on the equation $Y = 15.536 + 0.601X3$. This shows that the Work Ethic (X3) with the Employee Performance variable (Y) with positive changes, the better or higher the application of Work Ethic (X3) at ENI Indonesia increases Employee Performance (Y).

The results of the Significance Test prove that Work Ethic on Employee Performance at ENI Indonesia does not have a significant effect even though it has a positive influence, this is because the variables of Organizational Support and Employee Attachment are tested simultaneously in the Multiple Regression Test.

This is as stated by Anoraga (2001:10) that success in job competition does not only require skills and abilities but also requires dedication, hard work, and honesty at work. A successful person must have a view and attitude that values work as something sublime for human existence. Employees who have noble thoughts about their work can work sincerely. With a good work ethic, it will increase enthusiasm at work to increase and will do their best to achieve work goals so that work effectiveness can be achieved.

Thus, to increase the Work Ethic, it is necessary to pay attention to the indicators that contribute to the Work Ethic variable as follows:

- a. Respect for time
- b. Tough and unyielding
- c. Desire to be independent
- d. Self-adjustment

Work Ethic can improve Employee Performance as explained by (Atmaja et al., 2022), (Astuti et al., 2023), (Megawati & Ampauleng, 2020), (Sayogo & Yuli, 2018), (Stela & Sumarauw Jacky, 2015) which state that Work Ethic can significantly affect Employee Performance.

The Effect of Organizational Support Employee Engagement and Work Ethic on Employee Performance

In the research results of the Multiple Correlation Test of Organizational Support Employee Attachment and Work Ethic obtained a correlation value of 0.813, it has a "very strong" relationship or correlation with employee performance. The amount of contribution of Organizational Support (X1) Employee Attachment (X2) and Work Ethic (X3) with the Employee Performance variable (Y) in the Multiple Determination Coefficient Test obtained a value of 64.90%, while the remaining 35.10% is influenced by other variables not examined.

Organizational Support (X1) Employee Attachment (X2) and Work Ethic (X3) with the variable Employee Performance (Y) has a positive influence based on the Regression Test obtained the equation $Y = 8.715 + 0.218X1 + 0.513X2 + 0.052X3$. This shows that Organizational Support (X1) Employee Attachment (X2) and Work Ethic (X3) with the variable Employee Performance (Y) with positive changes, the better or higher the application of Organizational Support (X1) Employee Attachment (X2) and Work Ethic (X3) at ENI Indonesia, it can improve Employee Performance (Y).

The results of the Significance Test prove that there is an effect of Organizational Support, Employee Attachment and Work Ethic simultaneously on Employee Performance at ENI Indonesia" the hypothesis is significant. The conclusion is accepted which means it has a significant effect and has a positive influence.

Organizational Support Employee Engagement and Work Ethic can improve Employee Performance as explained by (Mustika & Rahardjo, 2017), (Hutauruk et al., 2025), (Yusuf & Fauziah, 2022), (Megawati & Ampauleng, 2020), (Rismanto, 2020).

CONCLUSION

This study concluded that there is a significant influence between Organizational Support, Employee Attachment, and Work Ethic on Employee Performance at ENI Indonesia. Organizational Support has a positive and significant effect on Employee Performance with a t-count value of $2.214 > t\text{-table } 1.987$ and a significance of 0.029. Employee Engagement also has a positive and significant effect with a t-count value of $3.769 > t\text{-table } 1.987$ and a significance of 0.000. However, Work Ethic, although it has a positive effect, is not significant on Employee Performance with a t-count value of $0.494 < t\text{-table } 1.987$ and a significance of 0.623. Simultaneously, Organizational Support, Employee Engagement, and Work Ethic have a positive and significant effect on Employee Performance with an F-count value of $55.894 > F\text{-table } 2.71$ and a significance of 0.000.

Based on the above conclusions, several suggestions can be given. For companies, it is necessary to increase attention to employee complaints about work, create a better work atmosphere to increase motivation, and provide responsibilities and challenges to employees to train problem-solving and decision-making skills. For future researchers, it is recommended to involve non-permanent employees or outsourced personnel to find out their perceptions regarding organizational support, employee engagement, and work ethic. In addition, future research can add other variables that affect employee performance or variables that can mediate or moderate the relationship between organizational support, employee engagement, and work ethic on employee performance so that the research results are more varied.

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