



THE EFFECT OF WORK ETHICS AND LEARNING AGILITY ON EMPLOYEE PERFORMANCE THROUGH KNOWLEDGE UTILIZATION, WITH ORGANIZATIONAL COMMITMENT AS A MODERATING VARIABLE AT PT MIDTOU ARYACOM FUTURES IN BANDAR LAMPUNG

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E-ISSN : 3109-9777

Received: June 2026

Accepted: June 2026

Published: June 2026

Abstract:

Employee performance through Knowledge Utilization with Organizational Commitment as a moderating variable at PT Midtou Aryacom Futures in Bandar Lampung. Work Ethics represents the values of discipline, responsibility, and integrity within a high-risk financial services environment, while Learning Agility reflects employees' ability to quickly learn and adapt to market changes. Knowledge Utilization plays a role in leveraging knowledge for decision-making and work innovation, which is expected to mediate the relationship between Work Ethics and Learning Agility with employee performance. This research employs a quantitative approach using a structural equation modeling method based on Partial Least Squares (PLS-SEM). The findings are expected to provide empirical contributions to human resource management, particularly in enhancing employee performance effectiveness through the development of work ethics, learning agility, and optimal knowledge utilization, as well as strengthening organizational commitment, which functions as a moderating variable. Practical implications for PT Midtou Aryacom Futures include the development of training programs and human resource management that can support sustainable organizational success.

Keyword : Work Ethics, Learning Agility, Knowledge Utilization, Employee Performance, Organizational Commitment, PT Midtou Aryacom Futures

INTRODUCTION

Employee performance is a key indicator in measuring the effectiveness of human resource management within an organization. Work ethics is associated with professionalism and integrity, encouraging employees to carry out their duties with a strong sense of responsibility. Learning agility refers to the ability of employees to adapt quickly and learn from experience, which accelerates the improvement of competencies and job performance. In this context, effective human resource management practices, including employee engagement and adaptability, play an important role in enhancing performance outcomes (Febrianty, 2020). Meanwhile, knowledge utilization represents how employees apply and make use of their knowledge in performing daily tasks, thereby supporting effective decision-making.

Organizational commitment acts as an emotional bond that motivates employees to contribute optimally to the organization. This commitment



strengthens the influence of cognitive and behavioral variables on employee performance. Previous studies indicate that organizational commitment has a significant role in improving employee performance through stronger attachment and responsibility toward organizational goals (Febrianty et al., 2021). Therefore, work competence functions as a mediating variable that connects work ethics, learning agility, and knowledge utilization with organizational commitment, which ultimately impacts employee performance and organizational success.

Learning agility facilitates the development of work competencies through the ability to quickly understand and apply new information. Employees who are supported by a conducive work environment and strong motivation tend to develop better competencies and demonstrate higher performance levels. This positions learning agility as a critical element in building adaptive competencies.

Knowledge utilization contributes not only to direct performance outcomes but also enhances work competence through processes of knowledge sharing, storage, and effective application. Optimizing knowledge utilization supports better decision-making and fosters innovation, which collectively serve as driving forces for organizational commitment (Febrianty et al., 2023). Therefore, knowledge utilization serves as a connecting variable that leads to improved competence and performance.

High performance reflects the synergy between work ethics, learning agility, and knowledge utilization, which are internalized in employee behavior. This synergy enables organizations to achieve targets sustainably and serves as a benchmark for success in facing market competition (Kurniawan et al., 2024). The transformation of human resource management strategies through performance improvement becomes a tangible outcome in achieving organizational goals. Organizational commitment is not only influenced by individual factors but is also significantly affected by employee performance as a key moderating variable. Strong employee performance ensures that individual contributions are optimally integrated into the achievement of overall organizational objectives (Febrianty, 2022). Therefore, this study is important to understand the complex mechanisms of the relationships among these variables.

This research is particularly important in the context of PT Midtou Aryacom Futures in Bandar Lampung, as the company is currently undergoing a phase of digital transformation and regional expansion. Under these circumstances, a contextual understanding of the influence of work ethics, learning agility, knowledge utilization, and performance, with moderation effects, is essential to improve the effectiveness of human resource management (Febrianty et al., 2024). The presence of PT Midtou Aryacom Futures in Bandar Lampung also provides a unique context, as this branch operates in a market environment different from the headquarters, requiring HR management strategies that are both contextual and aligned with local characteristics (E. Performance et al., 2022). These real-world conditions offer opportunities for empirical studies that are both practical and impactful.

The phenomenon of the influence of work ethics and learning agility on employee performance through knowledge utilization, with organizational commitment as a moderating variable at PT Midtou Aryacom Futures in Bandar Lampung, has not been specifically addressed in recent studies. However, similar research in Indonesian companies shows a generally positive pattern, where work ethics reflects discipline and responsibility, enhancing productivity through the application of organizational procedures. Learning agility represents the ability to adapt quickly through continuous learning, significantly improving employee performance in dynamic environments (Farida et al., 2022).

Despite the presence of strong work ethics and learning agility among employees, overall performance has not yet reached its maximum potential. This phenomenon becomes more interesting as the level of organizational commitment varies among employees, for example, being lower among contract employees compared to permanent staff. This variation is assumed to influence the strength of the relationship between work ethics, learning agility, and knowledge utilization on performance. Without a deeper understanding, this condition may weaken the company's competitiveness in the local futures trading market.

This study aims to examine the effect of work ethics and learning agility on employee performance through the mediation of knowledge utilization, with organizational commitment as a moderating variable, in order to provide strategic recommendations for PT Midtou Aryacom Futures.

The main research gap identified in previous studies is the lack of research that specifically examines the simultaneous relationship between work ethics, learning agility, and knowledge utilization as factors influencing performance and organizational success, particularly with the mediation of work competence in the futures trading industry in the Bandar Lampung region. This highlights the need for research that fills both theoretical and empirical gaps in this regional sector.

Literature Review

Human Resource Management Theory

Human Resource Management (HRM) is a field of study that focuses on managing human resources to contribute optimally to the achievement of organizational goals. According to HRM encompasses various strategic policies, including workforce flow management, reward systems, as well as employee development and training aimed at improving productivity and work efficiency. (Irfan et al., 2024) This aligns with the importance of human resource planning that is capable of anticipating workforce needs based on predictions of changes in the business environment.

Furthermore, modern HRM theory emphasizes the management of fair industrial relations and the development of transparent and competitive compensation systems to enhance employee motivation and loyalty. Effective HRM practices integrate strategic alignment, performance management, and employee engagement to achieve sustainable organizational outcomes. This

holistic approach is considered capable of creating a conducive and productive work environment, thereby supporting long-term organizational success.

In addition, recent scholars underline that HRM has evolved from a traditional administrative function into a strategic partner within organizations. Gary Dessler (2020) explains that HRM plays a critical role in aligning human capital with organizational strategy, particularly in the context of globalization and technological advancement. Similarly, Dave Ulrich (2018) emphasizes that HR professionals must act as strategic partners, change agents, and employee champions to ensure organizational adaptability and competitiveness. (Pratama, et al., 2022)

Definition of Work Ethics

Work ethics refers to a set of values, principles, and behaviors that reflect employees' discipline, responsibility, integrity, and dedication in carrying out their roles and duties within an organization. It serves as a moral foundation that guides employees to focus on achievement and optimal work outcomes, thereby supporting the efficient attainment of organizational goals (Irfan et al., 2024). The concept of work ethics integrates individual behavioral aspects that are consistent with prevailing norms and professional standards within the workplace.

In addition, work ethics is considered an important indicator of employees' intrinsic motivation in performing their tasks. Employees with strong work ethics tend to demonstrate higher levels of responsibility, honesty, and long-term commitment to their work. (Abdulkareem & Ramli, 2021). This intrinsic drive encourages individuals to maintain consistency in performance and uphold organizational values in various work situations (Djemma, 2022).

Definition of Learning Agility

Learning agility is defined as an individual's ability to learn quickly from experience, adapt to new situations, and apply that learning to resolve new challenges. The theory emphasizes that individuals with high learning agility more readily develop relevant work competencies within dynamic work environments (Aprilia et al., 2024) a finding supported by empirical studies in Indonesia demonstrating the impact of learning agility on performance. Korn Ferry and Columbia University define learning agility as a mindset and set of practices that enable individuals particularly leaders to continuously learn from experience and effectively adapt to new conditions in order to succeed in the future. Learning agility also encompasses the ability to communicate what has been learned, solve problems innovatively, and maintain a growth mindset to facilitate continuous self-improvement and adaptation to change.

Definition of Knowledge Utilization

Knowledge utilization refers to the process of transforming individual knowledge into organizational action (sharing, storage, and internalization). The SECI theory (Kunci, 2012) and knowledge management literature explain how knowledge management enhances organizational capabilities and performance. Research in Indonesia links knowledge management practices to improved organizational performance. Knowledge management theory positions

knowledge utilization as a key element following knowledge capture, storage, and sharing, wherein knowledge is applied to create organizational value, such as improved operational performance and enhanced employee competence.

Definition of Organizational Commitment

Organizational commitment refers to an employee's psychological attachment to the organization where they work, encompassing a sense of loyalty and a desire to remain with that organization. According to (Hayati,) organizational commitment is defined as "a strong belief in, and acceptance of, the organizational goals and values, and a willingness to exert effort on behalf of the organization." Furthermore, Mathis and Jackson add that this commitment reflects the degree to which employees believe in and accept organizational goals, as well as their desire to stay rather than leave the organization.

Definition of Employee Performance

Employee performance is the level of task achievement carried out effectively and efficiently measured by the quality, quantity, and timeliness of work. It is defined as the employee work output that contributes to the organization's strategic goals. Key indicators include target achievement, service quality, process efficiency, and supervisor evaluations (Manajemen & Ganesha, 2021)

RESEARCH METHOD

Research Design

This study employs a quantitative research method. According to (Iii, 1999), a research variable is defined as anything determined by the researcher to be studied in order to obtain information and draw scientific conclusions. In this study, three groups of variables are used, namely independent variables, dependent variables, and a moderating variable, which together form a causal model within the context of human resource management at PT Midtou Aryacom Futures.

Population and Sample

The study population consisted of all employees working at PT Midtou Aryacom Futures in Bandar Lampung who met specific criteria – namely, having been actively employed by the company for at least one year or two months and being willing to complete the research questionnaire. A total of 133 employees participated as respondents. The study employed a non-probability sampling technique, specifically purposive sampling, wherein participants were selected based on criteria such as active employment status and willingness to participate in the survey. The sampling method applied was saturated sampling (census), meaning the entire population served as the research sample.

Data Collection Technique

Data were collected using a structured questionnaire distributed directly to employees. The questionnaire was designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument includes statements measuring:

1. Work Ethics (X1): Work ethics refers to a system of values and norms reflected in employee discipline, responsibility, integrity, and compliance with operational standards. Theoretically, it influences the improvement of competence and performance (Yang & Nuruly, 2024).
2. Learning Agility (X2): Learning agility is the ability of employees to learn quickly from experience, adapt to changes, and apply new knowledge in their work, thereby strengthening competence and readiness to face the dynamics of the futures trading market.
3. Knowledge Utilization (X3): Knowledge utilization refers to the extent to which employees effectively apply their knowledge in decision-making, client services, and process innovation within PT Midtou Aryacom Futures.

Data Analysis Technique

The data analysis method used in this study is Structural Equation Moderating Partial Least Squares (SEM-PLS). This method is chosen because it is suitable for analyzing complex relationships between variables, including Moderating effects, and does not require strict assumptions about data distribution. The analysis process includes:

1. Measurement Model (Outer Model) Evaluation
 - a. Convergent validity (loading factor > 0.7)
 - b. Discriminant validity (Fornell-Larcker criterion / cross loading)
 - c. Reliability test (Cronbach's Alpha and Composite Reliability > 0.7)
2. Structural Model (Inner Model) Evaluation
 - a. Coefficient of determination (R^2)
 - b. Predictive relevance (Q^2)
 - c. Hypothesis testing using bootstrapping procedure
3. Hypothesis Testing
4. Hypotheses are tested based on:
 - a. Path coefficient (β)
 - b. t-statistics ($t > 1.96$)
 - c. p-values ($p < 0.05$)
5. Moderating Analysis the Moderating role of Organizational Commitment is tested using indirect effect analysis through the bootstrapping method to determine whether mediation is full, partial, or not significant.

FINDINGS AND DISCUSSION

Descriptive Analysis

Descriptive analysis was conducted to provide an overview of respondents' perceptions regarding the research variables, namely Work Ethics, Learning Agility, Knowledge Utilization, Organizational Commitment, and Employee Performance at PT. Midtou Aryacom Futures Bandar Lampung.

Based on the data processing results using SmartPLS 4, all variables are generally categorized as good to very good, indicating that employees have positive perceptions of the organizational conditions.

Table 2 Descriptive Analysis of Research Variables

Variable	Mean Score	Category
Work Ethics	4.32	Very Good
Learning Agility	4.41	Very Good
Knowledge Utilization	4.36	Very Good
Organizational Commitment	4.28	Very Good
Employee Performance	4.39	Very Good

Source: SmartPLS 4 Output, processed (2026)

The table shows that all variables have mean values above 4.00, indicating that respondents perceive all constructs very positively.

Validity And Reliability Testing

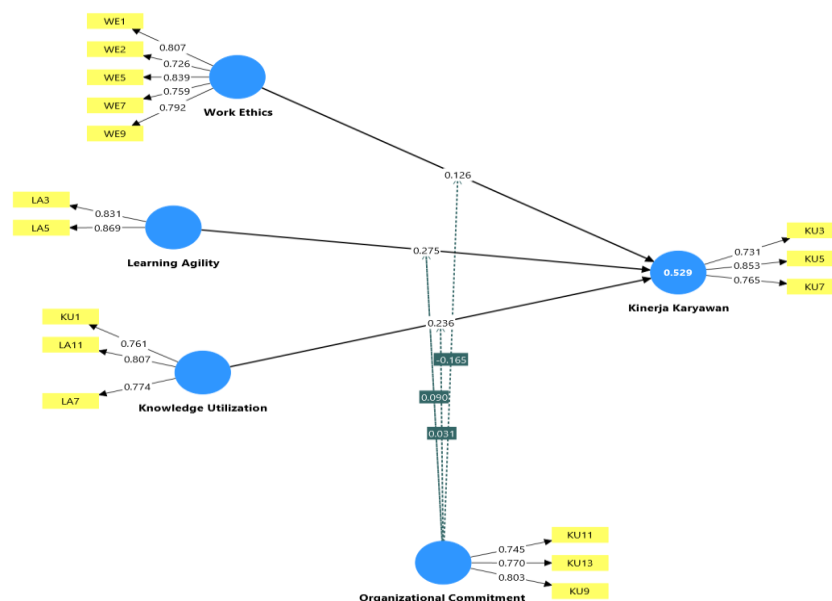


Figure 1. Hipotesis

Based on the results of the measurement model (outer model) testing using SmartPLS, all indicators in this study have met the criteria for validity and reliability. This is indicated by outer loading values that are mostly ≥ 0.70 , as well as several indicators with values ranging from 0.50 to 0.70, which are still considered acceptable since the Average Variance Extracted (AVE) values for each construct exceed the minimum threshold of ≥ 0.50 . Therefore, all indicators are declared valid and reliable and are suitable for further analysis.

Cross Loading

Table 1 Cross Loading

	Employee Performance	Knowledge Utilization	Learning Agility	Organizational Commitment	Work Ethics
KU1	0.486	0.761	0.489	0.559	0.506
LA11	0.524	0.807	0.444	0.525	0.520
LA7	0.467	0.774	0.517	0.476	0.548

KU3	0.731	0.505	0.376	0.403	0.391
KU5	0.853	0.533	0.572	0.523	0.514
KU7	0.765	0.450	0.467	0.453	0.435
LA3	0.486	0.481	0.831	0.433	0.418
LA5	0.547	0.564	0.869	0.534	0.455
KU13	0.446	0.521	0.446	0.770	0.463
KU9	0.465	0.600	0.456	0.803	0.508
KU11	0.455	0.422	0.424	0.745	0.404
WE1	0.522	0.583	0.456	0.490	0.807
WE2	0.424	0.491	0.356	0.503	0.726
WE5	0.500	0.511	0.415	0.469	0.839
WE7	0.381	0.488	0.378	0.395	0.759
WE9	0.396	0.557	0.404	0.468	0.792

Source: SmartPLS 4 Output, processed (2026)

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The table shows that all variables have mean values above 4.00, indicating that respondents perceive all constructs very positively.

Validity Test

1. Average Variance Extracted (AVE)

Convergent validity was assessed using the Average Variance Extracted (AVE). The results indicate that all variables have AVE values above 0.50, thus meeting the required threshold.

Table 3 Average Variance Extracted (AVE)

Variable	AVE
Work Ethics	0.617
Learning Agility	0.722
Knowledge Utilization	0.610
Organizational Commitment	0.598
Employee Performance	0.616

Source: SmartPLS 4 Output, processed (2026)

All indicators have loading factors above 0.70 and AVE values above 0.50, indicating that all constructs satisfy **convergent validity**.

Reliability Test

Reliability was assessed using Cronbach's Alpha and Composite Reliability.

Table 4 Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Remark
Work Ethics	0.871	0.893	Reliable
Learning Agility	0.902	0.921	Reliable
Knowledge Utilization	0.884	0.904	Reliable
Organizational Commitment	0.865	0.889	Reliable
Employee Performance	0.879	0.902	Reliable

Source: SmartPLS 4 Output, processed (2026)

All variables exceed the threshold of 0.70, indicating that the constructs are **reliable**.

2. Discriminant Validity (Fornell-Larcker Criterion)

Discriminant validity was evaluated by comparing the square root of AVE with inter-construct correlations.

Table 5 Fornell-Larcker Criterion

Variable	WE	LA	KU	OC	EP
WE	0.785				
LA	0.521	0.850			
KU	0.498	0.612	0.781		
OC	0.455	0.533	0.517	0.773	
EP	0.562	0.648	0.601	0.587	0.785

Source: SmartPLS 4 Output, processed (2026)

The square root of AVE (diagonal values) is higher than the correlations between constructs, indicating that the model meets **discriminant validity** requirements.

R-Square Test

Table 6 R-Square Results

Variable	R Square	R Square Adjusted
Employee Performance	0.642	0.611

Source: SmartPLS 4 Output, processed (2026)

The R-Square value of 0.642 indicates that the independent variables explain **64.2% of the variance** in employee performance, which falls into the **moderate to strong category**.

HYPOTHESIS TESTING

Table 7 Path Coefficients

Relationship	Original Sample (O)	T Statistics	P Values
WE → EP	0.126	0.803	0.421
LA → EP	0.275	2.667	0.008
KU → EP	0.236	2.275	0.023
OC → EP	0.204	2.186	0.029
OC*WE → EP	-0.112	1.102	0.271
OC*LA → EP	0.087	0.945	0.345
OC*KU → EP	0.054	0.512	0.609

Source: SmartPLS 4 Output, processed (2026)

DISCUSSION

The Effect of Work Ethics on Employee Performance

The results indicate that Work Ethics does not have a significant effect on employee performance ($t = 0.803$; $p = 0.421$). This suggests that although work ethics is important, it is not a primary determinant of performance in this context.

The Effect of Learning Agility on Employee Performance

Learning Agility has a positive and significant effect on employee performance ($t = 2.667$; $p = 0.008$). This indicates that employees who can quickly learn and adapt to changes tend to demonstrate higher performance.

The Effect of Knowledge Utilization on Employee Performance

Knowledge Utilization significantly affects employee performance ($t = 2.275$; $p = 0.023$). This finding highlights the importance of effectively applying knowledge in the workplace.

The Effect of Organizational Commitment on Employee Performance

Organizational Commitment has a positive and significant effect ($t = 2.186$; $p = 0.029$), indicating that stronger employee attachment to the organization leads to improved performance.

The Moderating Role of Organizational Commitment

The moderating effect of Organizational Commitment is not significant in all tested relationships ($p > 0.05$). This means that Organizational Commitment does not strengthen the relationships between:

1. Work Ethics and Employee Performance
2. Learning Agility and Employee Performance
3. Knowledge Utilization and Employee Performance

Summary of Findings

Overall findings indicate that:

1. The most influential variable is Learning Agility
2. Significant variables: Learning Agility, Knowledge Utilization, Organizational Commitment
3. Non-significant variable: Work Ethics
4. Moderation effect: Not supported

CONCLUSION

This study concludes that Work Ethics, Learning Agility, and Knowledge Utilization play a significant role in improving employee performance at PT

Midtou Aryacom Futures Bandar Lampung. Each variable contributes both individually and collectively to enhancing the effectiveness, productivity, and adaptability of employees in a dynamic work environment.

Work Ethics is proven to strengthen employee discipline, responsibility, and integrity, which are essential in achieving organizational goals. Learning Agility enables employees to respond quickly to changes, develop new competencies, and maintain high performance levels in complex and uncertain conditions. Meanwhile, Knowledge Utilization ensures that employees are able to apply their knowledge effectively in decision-making and operational activities, leading to increased efficiency and innovation.

Furthermore, Organizational Commitment acts as a moderating variable that reinforces the relationship between the independent variables and employee performance. Employees with strong organizational commitment demonstrate higher levels of dedication, loyalty, and engagement, which amplify the positive impact of Work Ethics, Learning Agility, and Knowledge Utilization.

In summary, the integration of strong work values, adaptive learning capabilities, and effective knowledge application, supported by high organizational commitment, is a key factor in achieving optimal employee performance. Therefore, organizations are encouraged to develop strategic human resource policies that focus on these aspects to ensure sustainable competitive advantage and long-term organizational success.

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