


The Influence of Work Behavior on Employee Performance Mediated by Organizational Commitment, in Tungwatu Village Officials, Pulau Aru District

Leonora Tiwery¹, Conchita V Latupapua², Novalien Lewaherilla³

^{1,2,3} Faculty of Economics and Business - Pattimura University, Maluku, Indonesia

Article Info	ABSTRACT
<p>Keywords: Work Behavior, Employee Performance, Organizational Commitment</p>	<p>The aim of this research is to analyze the influence Work Behavior on Employee Performance Mediated by Organizational Commitment, in Tungwatu Village Officials, Pulau Aru District. This research is quantitative descriptive research. The population in this study was Tungwatu Village Officials, Pulau Aru District, totaling 30 respondents. By using a questionnaire. Sampling using Sampling used a non-probability sampling technique with a purposive sampling method. The data analysis method used is SEM PLS to test the formative and reflective models between indicators. Based on the results of the data tests that have been carried out, it shows that the variable Work Behavior (X1) has a positive and significant influence on performance (Y) as a mediating variable and organizational commitment variable (Z). Likewise, it has a positive and significant influence on performance (Y) as a mediating variable and organizational commitment variable (Z). The research results also show that work behavior has a very high influence on employee performance and organizational commitment. This shows that work behavior is still dominated by organizational commitment or references from other people who have organizational commitment.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Leonora Tiwery Management, University of Pattimura, Maluku, Indonesia Jl. Ir. M. Putuhena, Poka, Kec. Tlk. Ambon, Kota Ambon, Maluku leonoraarpartiwery@gmail.com</p>

INTRODUCTION

An organization is a consciously coordinated social unit, consisting of two or more people who function on a continuous basis to achieve a common goal or series of goals. Human resources are an important asset in an organization, because they are a source that controls the organization and maintains and develops the organization in facing various demands of the times, therefore human resources must be considered, maintained and developed. Human resources need to be developed continuously in order to obtain quality human resources in the true sense, namely that the work carried out will produce the desired result.

Humans are the most strategic resource owned by an organization, without reducing the importance of other resources such as capital, machines, time, energy, information and so on. Even though funds and resources enable an organization to do something, it is human resources that cause the existence of an organization (Siagian in Ardana, 2014: 59).

According to Stephen P. Robins (2012) explains that work behavior is a characteristic and behavior found in every individual or company that has leadership dynamics. Work behavior includes personality, self-esteem, self-monitoring, and the tendency to take risks.

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Work behavior tends to be more about personality, because personality describes an individual's behavior. Characteristics include shyness, aggressiveness, submissiveness, laziness, ambition, loyalty, and timidity. These characteristics, when exhibited in a large number of situations, are called personality traits. The more consistent the characteristic is and the more often it occurs in various situations, it is called behavior.

Work Behavior

Work behavior is a very important part of working life. Work behavior is the actions and attitudes shown by people who work. According to Bond and Fried Meyer (1987) work behavior is work ability and behavior which is very important in every job or work situation. Work behavior according to Robbins (2002:) is how people in the work environment can actualize themselves through attitudes towards work. Where Robbins' opinion emphasizes the attitude taken by workers to determine what they will do in their workplace environment.

The definition of work behavior according to this research is the work ability and behavior of workers where they show actions in carrying out the tasks in the place where they work.

As a member of an organization, one should not lose one's unique identity, because this is one's own specialty or pride. People who are able to maintain their identity will have high self-esteem, which in turn will emerge in the form of a desire to be respected and treated humanely by their leaders. Therefore, a manager needs to understand the factors that shape an employee's behavior (Siagan, SP, 2006):

Work Behavior Indicators

According to the Oxford Dictionary (2000: 690), an indicator is a sign that shows you what something is like or how the situation is changing. Which means a clue or sign that shows what a situation is like or how a situation changes. In work behavior there are also indicators, where these indicators are things that can measure the extent to which work behavior can play a role in the workplace.

According to Anthony & Jansen (1984: 41) there are four types of indicators that really influence work behavior, namely: getting along, doing the job, and being dependable.

Bryson et al. (1997: 41 and 42) argue that there are four indicators that influence work behavior, namely: the first is cooperativeness - social skills, work quality, work habits and personal presentation.

Organizational Commitment

Organizational commitment is an employee's feeling of psychological and physical connection or attachment to the organization where he works or the organization of which he is a member. Psychological connectedness means that employees feel happy and proud to work for or be members of the organization. This connection or attachment has three forms: complying with organizational norms, values and regulations, identifying oneself with the organization and internalizing organizational norms, values and regulations (in Wirawan 2013: 713). In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its continued success and progress.

Robbins (2008) states that organizational commitment means that a worker identifies with an organization, its goals and hopes to remain a member. Most research has focused on emotional involvement in the organization and belief in its values as the 'gold standard' for employee commitment. Colquitt, et al (in Wibowo 2016: 430) define organizational commitment as the desire of some workers to remain members of the organization.

According to Stephen P. Robbins and Timothy A. Judge (2008: 108), there are three dimensions of organizational commitment, namely:

1. Affective commitment
2. Continuance commitment
3. Normative commitment

Performance

Etymologically, performance comes from the word performance which comes from the word to perform which has several entries, namely (1) do (2) fulfill or carry out something (3) carry out a responsibility, (4) do something that is expected by somebody.

In order to obtain optimal employee performance, a leader is not enough just to ensure that the employee concerned has the knowledge and skills, but besides that, a leader must also have employee work motivation, encourage and direct existing potentials and understand things that can be achieved. generates job satisfaction. For this reason, a relevant approach and more human guidance are needed. Then, for greater clarity, the researcher will explain the meaning of performance according to experts.

According to the opinion of August W. Smith quoted by Sedarmayanti (2011:260) reveals that:

Performance is a translation of performance which means the results of the work of a worker, a management process or an organization as a whole, where the results of the

work must be able to be shown in concrete and measurable evidence (compared to predetermined standards).

From the definition above regarding performance, it can be concluded that performance is the result of a person's performance from a management process or organization as a whole. To further clarify the meaning of performance according to Bernandin & Russell, quoted by Faustino C Gomes (1997: 135) in the book Human Resource Management

Performance Indicators

Performance is closely related to the results of a person's work within an organization, the results of this work can involve quality, quantity and production results. However, the problem at this time is what is the measuring tool for an employee's performance. Following are the dimensions of employee performance, researchers citing factors that influence performance according to TR Mitchell, quoted by Sedarmayanti in his book Human Resources and Work Productivity (2001:51), mentioning aspects that include performance as follows:

1. Quality of Work (quality of work)
2. Timeliness (promptness)
3. Initiative (initiative)
4. Ability (capability)
5. Communication

Hypothesis

Based on theoretical studies and previous research on the formulation of the problem in this research, it is suspected that:

H1: Employee behavior has a significant effect on performance

H2: Employee behavior has a significant effect on Organizational Commitment

H3: Organizational Commitment has a significant effect on employee performance.

H4: Employee behavior has a significant effect on employee performance, mediated by organizational commitment

METHODS

The population in the study is the area that the researcher wants to study. As according to Sugiyono (2011: 80) "population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then

conclusions drawn." The opinion above is one of the references for writers to determine population. The population in this study was Tungwatu Village Officials, totaling 30 people

RESULTS AND DISCUSSION

To obtain the data shown in this study the author used a questionnaire, namely a data collection technique by distributing a list of written questions that had been formulated in advance which would be answered by respondents according to the alternative answers provided.

Respondent Characteristics

Gender	Amount	Percentage
Man	20	67%
Woman	10	33%
Total	30	100%

No	Last education	Amount	Percentage
1	High school/equivalent	14	47%
2	D1-D3	6	20%
3	S1	10	33%
4	S2	-	-
5	S3	-	-
6	TOTAL	30	100%

Length of working	Amount	Percentage
< 2 years	5	17%
3-5 Years	10	33%
6-8 Years	5	17%
9-11 Years	4	13%
<12 Years	6	20%
Total	55	100%

Value

Variable	Indicator	Criteria	Outer Loading
Perform	PK 1		0.779
	PK 2		0.826
	PK 3		0.907
	PK 4		0.826

ance Behavio r (X1)	PK 5	>0.5	0.721
	PK 6		0.779
	PK 7		0.846
	PK 8		0.621
Organization al Commitment (z)	KO.1	>0.5	0.864
	KO.2		0.758
	KO.3		0.807
	KO.4		0.962
	KO.5		0.898
	KO.6		0.859
Perform ance (7)	K 1	>0.5	0.729
	K2		0.787
	K3		0.770
	K 4		0.784
	K 5		0.754
	K 6		0.763
	K 7		0.604
	K8		0.648

Source: Primary Data processed using Smart PLS 3.0, 2023

Table shows that there are several outer loading indicator values that are <0.5, namely the Kep T5, Kep T6, KO 1 and Kk2 indicators, so these indicators must be eliminated to be able to continue this research because later these indicators will be considered invalid. After the indicators that do not meet these criteria have been removed, the modified outer loading value will be obtained in the modified outer loading column. All modified outer loading values have met the criteria in the indicator reliability test, namely >0.5, so that all these indicators can be used. declared reliable.

Discriminant Validity Test of Cross Loading Values

	Performance Behavior (X)	Performance (Y)	Organizational commitment (Z)
PK 1	0.779	0.489	0.745
PK 2	0.826	0.531	0.750

PK 3	0.907	0.610	0.817
PK 4	0.721	0.506	0.733
PK 5	0.366	0.327	0.222
PK 6	0.421	0.310	0.259
KO.1	0.855	0.830	0.864
KO.2	0.659	0.818	0.758
KO.3	0.778	0.702	0.807
KO.4	0.878	0.589	0.962
KO.5	0.852	0.641	0.898
KO.6	0.846	0.569	0.859
K1	0.683	0.729	0.652
K 2	0.625	0.687	0.635
K 3	0.737	0.670	0.843
K 4	0.775	0.584	0.751
K 5	0.704	0.754	0.657
K 6	0.868	0.763	0.881
K 7	0.779	0.789	0.745
K 8	0.826	0.631	0.750

Source: Primary Data processed using Smart PLS 3.0, 2024

One of the criteria used in testing discriminant validity is the cross loading value of each indicator on the variable being measured, this variable must be greater than the cross loading on other variables. Based on table. shows that the cross loading values on the indicators of this research model have met the criteria in the discriminant validity test and can be declared valid.

Average Variance Extracted, Composite Reliability and Cronbach's Alpha

		Average variance extracted (AVE)		Cronbach's Alpha	Composite Reliability
LeadershipTransformational (X1)	>0.5	0.542	>0.6	0.870	0.898
Organizational Commitment (Z)		0.740		0.706	0.774
Performance (Y)		0.672		0.928	0.944

Source: Primary Data processed using Smart PLS 3.0, 2024

Based on this table, there are variables that have a value of <0.5 , including employee performance (Y) and the three variables have an AVE that is >0.5 so that the construct has good convergent validity where the latent variable can explain an average of half of the variance. from the indicators.

The statistics used in composite reliability or construct reliability are Cronbach's alpha and DG rho (PCA). Cronbach's alpha measures the lower limit of the reliability value of a construct, while composite reliability measures the actual value of the reliability of a construct. The rule of thumb used for composite reliability values is greater than 0.6 and Cronbach's alpha values are greater than 0.6. With this measurement, if the value achieved is >0.60 , it can be said that the construct has high reliability.

The table above shows that the composite reliability value for each variable in this study is >0.60 , so it is concluded that the criteria in the internal consistency reliability test have been met and can be declared reliable.

R-Square Value

	R Square
Performance (Y)	0.748
Organizational Commitment (Z) ₋	0.897

Source: Primary Data processed using Smart PLS 3.0, 2023

Based on the table above, it shows that the Performance and Organizational Commitment variables each have an R-Square value of 0.748 and 0.897, so this research model is declared moderate, which means that the variables Transformational Leadership, Organizational Culture, are capable of explained the Organizational Commitment variable by 74.8%, and the Transformational Leadership, Organizational Culture and Organizational Commitment variables were able to explain the Employee Performance variable by 89.7%.

Path Coefficients

	Performance (Y)	Organizational Commitment (Z) ₋
Performance Behavior (X1)	0.577	0.947
Employee Performance (Y)		
Organizational Commitment (Z) ₋	0.384	

Source: Primary Data processed using Smart PLS 3.0, 2023

The table shows that several variables have moderate significance because the path coefficient values of all variables are >0 and close to $+1$, while the Transformational Leadership variable does not have a level of significance with the dependent variable, namely Employee Performance, because the path coefficient value of this variable is less than 0

T-Statistic values of direct effect and indirect effect

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Performance Behavior (X -> Performance (Y))	0.640	3,764	0,000
Performance Behavior (X) -> Organizational Commitment (Z)_	0.958	88,392	0.004
Organizational Commitment (Z)_ -> Performance (Y)	0.389	2,322	0.021
Performance Behavior (X) -> Organizational Commitment (Z)_ -> Performance (Y)	0.532	2,828	0.005

Source: Primary Data processed using Smart PLS 3.0, 2023

The results of this research answer all questions in the hypothesis. It can be concluded that performance behavior as an independent variable has a positive and significant effect on organizational commitment and organizational commitment directly, apart from that, work behavior also has an indirect effect on performance through the mediation of organizational commitment. Apart from the performance behavior variable, the performance variable also obtained the same results after being tested. Performance behavior has a direct positive and significant effect.

CONCLUSION

Work behavior has a significant effect on performance. This means that the better the work behavior of the Tungwatu village apparatus, the more employee performance will increase. Work behavior has a significant effect on organizational commitment. This means that the better the work behavior of the Tungwatu village apparatus, it will increase employee commitment to the organization. Organizational commitment has a significant effect on employee performance. This means that the higher the commitment of Tungwatu village officials, the higher the performance. Work behavior has a significant effect on performance mediated by organizational commitment of Tungwatu village officials. This means that the commitment of village officials to the organization will be able to encourage good work behavior in order to achieve the performance of Tungwatu village officials.

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