

Assessing Employee Work Behavior: The Influence of Leadership Style and Commitment

Marsuhin

Department of Management, Institut Teknologi dan Bisnis Widya Gama Lumajang, Indonesia

Abstract

This study aims to understand the extent to which leadership style and employee commitment influence their work behavior at Koperasi Sentral Asia, Lumajang. In this study, data was collected through questionnaires filled out by the cooperative's employees. The analysis was conducted using multiple linear regression to determine the relationship between the variables under study. The results show that employee commitment has a significant positive impact on their work behavior. This means that the higher the employees' commitment to the organization, the better their work behavior. On the other hand, leadership style, although tested, did not have a significant effect on work behavior. However, when both leadership style and commitment were tested simultaneously, they showed a significant impact on employees' work behavior. This indicates that although leadership style individually does not have an impact, in combination with commitment, it contributes to improving work behavior. These findings provide insights for the management of Koperasi Sentral Asia to focus more on strengthening employee commitment as a primary strategy for enhancing productivity and work behavior quality. Additionally, an approach to leadership that aligns with employees' needs should also be considered to support synergy between the two aspects.

Article Info

Keywords:

Commitment,
Leadership Style,
Work Behavior

JEL Classification:

G21, L25, P47

Corresponding Author:

Marsuhin
(marsuhin03@gmail.com)

Received: 21-10-2024

Revised: 30-11-2024

Accepted: 24-12-2024

Published: 29-12-2024



1. Introduction

The economic growth of a country is often reflected in the development of its industry (Yatminiwati et al., 2021). When the industrial sector is increasingly advanced and developed, this indicates an increase in productivity, job creation, and an increase in state revenue, which directly supports economic growth. The faster the industrial progress, the better the economic conditions of the country. The more developed the industry, the better the economic growth of the country (Pramesti et al., 2023). One of the service businesses that offers various community needs for financial services is the form of a cooperative business entity. Cooperatives are one form of business entity that provides various financial services to meet the needs of the community. The community as consumers or markets targeted by cooperatives have various considerations in various factors before choosing cooperative services, such as reliability, benefits, and ease of access to the services they will use (Ningsih, 2020). Cooperatives have a very important role in the global economy, so they are considered as one of the main pillars of the world economy. Currently, many cooperatives are trying hard to improve and improve their technical capabilities in various fields such as strategic planning, market research, information management, and public relations development to support their growth and sustainability (Remmang, 2021). Society is now experiencing a change in the need for cooperative products and services. They are not only looking for security to save money, but also want high-quality services and more diverse cooperative products. In addition, the community hopes that cooperatives can provide more profitable investment results, making them a competitive investment vehicle, not just a place to store funds (Revida et al., 2022).

The human aspect is very important for the continuity and development of the company because all cooperative activities always involve the role and contribution of humans. Humans are at the heart of every operational process, decision making, to achieving cooperative goals (Marsuhin, 2023). Competition in cooperatives is currently increasingly competitive so that cooperatives need to increase their competitiveness. One of the most important steps in an organization or company, where human resource management is especially in finding and getting the right people to support organizational goals (Sulistyan et al., 2019). Every organization that implements a human resource management (HR) approach needs to create a safe and comfortable work environment. This aims to improve the quality of work life (Quality of Work Life), so that employees feel satisfied with their work. That way, the human resources owned by the organization will be more competitive and able to face business challenges well (Rahmad, 2020).

Leadership is a universal skill that applies to all aspects of life, both in small organizations and at the international level. Its main role is to influence and direct people to achieve goals together (Sulistyan, 2017). In the context of an organization, leadership is the key to success because it ensures that the team works in line with the established vision and mission (Marsuhin et al., 2018). Leadership is the process of influencing and directing people to achieve common goals in an organization. In leadership, there is a relationship between leaders and followers, where leaders use their authority to encourage and motivate people to work towards achieving predetermined goals (Waedoloh et al., 2022). However, relying on power alone is not effective; what is more important is the quality and character of the leader himself.

Apart from that, an employee's position is also required to have a high commitment to the company, which reflects their feelings towards the workplace (Oktaviani, 2022). Organizational commitment includes loyalty, identification, and involvement, and refers to the process by which employees connect themselves to the values, rules, and goals of the organization. This commitment is not just passive loyalty, but an active relationship in which employees are truly involved and feel connected to the organization (Sabil & Pd, 2023).

Individual work behavior while carrying out tasks includes the work results achieved and the competencies possessed. Assessing work behavior is an important task for managers, but it is often difficult to do accurately (Mukayah et al., 2023). The method of employee assessment depends on how the company views the role and supervision of human resources. If companies believe that employees need to be closely monitored, they tend to use assessment methods that are confidential and subjective. This means that the assessment may be based more on personal perceptions or internal policies than objective and open results (Rizki & Sulistyan, 2022). Conversely, companies that believe in the potential of employees will use an assessment system that aims to recognize, develop, and utilize their abilities to the maximum.

The development of cooperatives in Lumajang has triggered increasingly tight competition. Therefore, it is important to examine the condition of human resources, especially cooperative employees, through a survey that focuses on their leadership style and level of commitment. This study aims to understand how these factors can improve employee work behavior in Lumajang cooperatives.

2. Methods

This research is a quantitative research that combines descriptive and causal associative research. Descriptive research is conducted through a survey to measure variables by describing the collected data without making generalizations (Paramita et al., 2021). This research is also causal associative, which aims to identify the cause-and-effect relationship between two or more variables. In this case, there are independent variables that influence and dependent variables that are influenced. To analyze the influence of independent variables (X), namely leadership style (X1) and commitment (X2) on the dependent variable (Y), namely work behavior, this study uses multiple linear regression analysis techniques.

This study uses two data sources, first, internal data that includes information on the development of the Central Asia Cooperative in Lumajang. Second, external data obtained from

previous research studies and scientific journals related to the development of cooperatives in Lumajang Regency. The type of data used in this study uses primary data obtained directly from respondents, namely employees of the Central Asia Cooperative in Lumajang Regency. The data was collected by distributing questionnaires to respondents. And this study collects data using three main techniques, namely interviews to obtain information directly from sources, questionnaires to obtain written responses, and observations to observe situations or behavior directly.

3. Results and Discussion

3.1. Results

Central Asia Cooperative was established on February 17, 2003 located at Jl. Brigiend Slamet Riyadi 85 Tompokersan Lumajang, with Deed of Establishment 001/BH/427.36/2003 has been legalized by the Head of the Cooperatives, Industry, Trade and Investment Service of Lumajang Regency Drs. Herman Wibowo. Central Asia Cooperative has NPWP 02.265.905.6.625.000, TDP 132726500122, Situ 503/353/427.38.01/2004. The initial capital of Central Asia Cooperative is Rp. 3,150,000, - and total assets as of the end of December 2004 are Rp. 4,370,527,749.17 until now the total assets have reached Rp. 12,030,002,132,- as of October 31, 2009 supported by 32 employees. Respondents in this study were marketing employees at a leasing company in Lumajang with the number of respondents used as samples for this study was 32 people.

Table 1. Description of Respondents by Gender and Age

Description	Frequency	Percentage
Gender		
Male	18	56.25%
Female	14	43.75%
Age		
20-29 Years	14	43.75%
30-39 Years	12	37.50%
More than 40 Years	6	18.75%

Source: Data Processed (2024)

The research data collection was conducted by giving questionnaires to 32 research respondents. Furthermore, the collected data was analyzed with the help of the SPSS for Windows Release 16.0 computer program.

Research Instrument Testing Results

a. Validation Test

The results of the validation test (table 2) show that all R values are above 0.3 and the significance is below 0.05, so it can be concluded that the questionnaire used to collect data is valid so that it can collect the required data or information.

Table 2. Validity Testing Results

No.	Variable	Item	R test	Sig	Results
1	Leadrsnip Style	Item 1	0,806	0,000	Valid
		Item 2	0,780	0,000	Valid
		Item 3	0,719	0,000	Valid
		Item 4	0,861	0,000	Valid
		Item 5	0,762	0,000	Valid
		Item 6	0,849	0,000	Valid
2	Commitment	Item 1	0,836	0,000	Valid
		Item 2	0,799	0,000	Valid
		Item 3	0,786	0,000	Valid
		Item 4	0,787	0,000	Valid
		Item 5	0,812	0,000	Valid

		Item 6	0,708	0,000	Valid
3	Work Behavior	Item 1	0,833	0,000	Valid
		Item 2	0,742	0,000	Valid
		Item 3	0,774	0,000	Valid
		Item 4	0,888	0,000	Valid
		Item 5	0,785	0,000	Valid
		Item 6	0,762	0,000	Valid

Source: Data Processed (2024)

b. Reliability Test

Reliability test is conducted to measure the extent to which the questionnaire submitted can provide results that are not different using the Cronbach Alpha formula. The results of the reliability test are said to be reliable if the Cronbach's Alpha value is at least 0.6 and the test results for each variable are as follows:

Table 2. Reliability Testing Results

No.	Variable	Cronbach's Alpha	Results
1	Leadrsip Style	0,833	Reliable
2	Commitment	0,849	Reliable
3	Work Behavior	0,823	Reliable

Source: Data Processed (2024)

The results of the questionnaire reliability test on 3 (four) variables in this study indicate that all statement items in each variable have a reliable Cronbach's Alpha value. So it can be concluded that all measuring concepts for each variable from the questionnaire used in this study are reliable questionnaires.

Classical Assumption Test Results

a. Normality Test

The normality test was conducted on the regression residuals. The test was conducted using a P-P Plot graph. Normal data is data that forms points that are spread not far from the diagonal line, if the data distribution values are located around the diagonal straight line then the normality requirements are met (Santoso, 2012). Here are the results:

Normal P-P Plot of Regression Standardized Residual

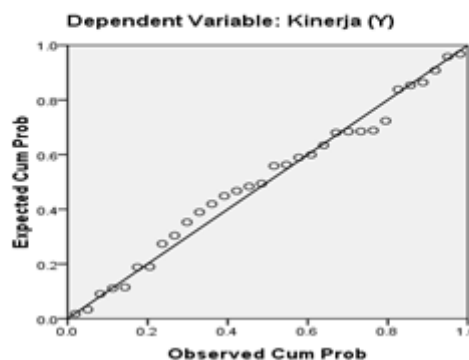


Figure 1. Normality Test Results

Source: Data Processed (2024)

The results of the data normality test show a normal graph pattern where the points are not far from the diagonal line, this means that the regression model is normally distributed.

b. Multicollinearity Test

A variable shows symptoms of multicollinearity can be seen from the high VIF (Variance Inflation Factor) value in the independent variables of a regression model. A VIF value greater

than 10 indicates symptoms of multicollinearity in the regression model (Sugiyono, 2009). So for a data is said to be free from multicollinearity if the VIF value is below 10. The test results are shown in collinearity statistics to find the VIF value presented as follows:

Table 3. Multicollinearity Test Results

No.	Variable	Tolerance	VIF	Results
1	Leadership Style	0,761	1,314	Multicollinearity Free
2	Commitment	0,995	1,005	Multicollinearity Free

Source: Data Processed (2024)

The test results show that all variables used as predictors of the regression model show a fairly small VIF value, where all are below 10 and the tolerance value is more than 0.1. This means that the independent variables used in the study do not show any symptoms of multicollinearity, which means that all independent variables in this study are mutually independent variables.

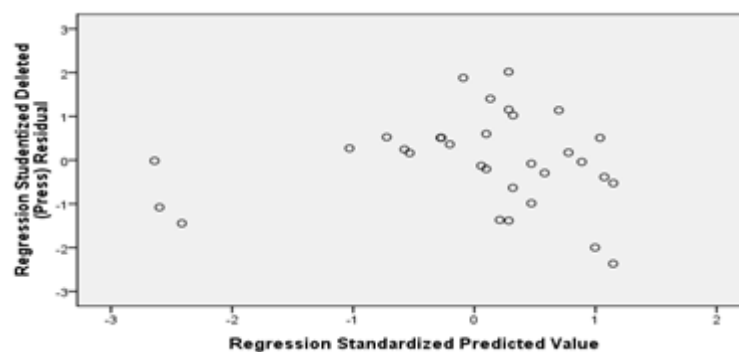


Figure 2. Heteroscedasticity Test Results
Source: Data Processed (2024)

The results of the heteroscedasticity test show that there is no clear pattern from the points. This indicates that the regression model does not have symptoms of heteroscedasticity, which means that there is no significant disturbance in this regression model.

Hypothesis Testing 1 (H1: There is a significant influence of leadership style on the work behavior of employees)

Based on the SPSS results, the t-count value is -1.744 with a significance level of 0.092, meaning $t \text{ count } (-1.744) > -t \text{ table } (-2.042)$ and $\text{sig } (0.092) > \alpha (0.05)$, then the hypothesis is rejected and it is concluded that leadership style (X2) does not have a significant effect on work behavior (Y).

Hypothesis Testing 2 (H2: There is a significant influence of commitment on the work behavior of employees)

Based on the results of SPSS, the t-count value is 9.488 with a significance level of 0.000, meaning that $t \text{ count } (9.488) > t \text{ table } (2.042)$ and $\text{sig } (0.000) < \alpha (0.05)$, so the hypothesis is accepted and it is concluded that commitment (X3) has a significant effect on work behavior (Y).

Hypothesis Testing 3 (H3: There is a significant influence of leadership style and commitment simultaneously on the work behavior of employees)

To conduct an F test on the research variables, the results of the F table are needed. The results of the F table at a significance level of 5% or 0.05 with degrees of freedom $(n - k - 1) = 32 - 2 - 1 = 29$, then the F table is obtained = 3.328. Based on the SPSS results, the calculated F value was 33.969 with a significance level of 0.000, meaning that the calculated F $(33.969) > F \text{ table } (3.328)$ and $\text{sig } (0.000) < \alpha (0.05)$, so the hypothesis is accepted and it is concluded that leadership style and commitment have a significant simultaneous effect on work behavior (Y).

The regression equation model that can be written from the results in the form of an Unstandardized coefficients regression equation is as follows:

$$Y = 0.494 + (-0.170) X_1 + 0.597 X_2$$

From the results of the multiple linear regression equation, it can be explained as follows:

- a. The constants value of 0.494 indicates that the work behavior value will be equal to 0.494 if the value of the leadership style variable (X_1) and commitment (X_2) is equal to 0.
- b. The coefficient of the leadership style variable (X_1) of -0.170 (negative indicates a non-unidirectional relationship) states that every increase of 1 (one) leadership style variable will decrease work behavior by 0.170 and vice versa every decrease of 1 (one) leadership style variable will increase work behavior by 0.170.
- c. The coefficient of the commitment variable (X_2) of 0.597 (positive indicates a unidirectional relationship) states that every increase of 1 (one) commitment variable will increase work behavior by 0.597 and conversely, every decrease of 1 (one) commitment variable will decrease work behavior by 0.597.

The coefficient of determination (R^2) is intended to determine the best level of accuracy in regression analysis, this is indicated by the magnitude of the coefficient of determination (R^2) between 0 (zero) and 1 (one). According to Santoso (2012), to see the coefficient of determination in multiple linear regression is to use the R Square value. From this coefficient of determination (R^2) a value can be obtained to measure the amount of contribution from several X variables to the variation of the rise and fall of the Y variable which is usually expressed in percentage. From the results of calculations using the SPSS program, it can be seen that the coefficient of determination (R Square) obtained is 0.784. This means that 78.4% of work behavior can be explained by independent variables, namely work behavior, leadership style and commitment, while the remaining 21.6% of work behavior is influenced by other variables not examined in this study.

3.2. Discussion

The Influence of Leadership Style on Employee Behavior at the Central Asia Cooperative in Lumajang

This discussion is related to the results of testing the first hypothesis which states that there is a significant influence of leadership style on the work behavior of employees at the Central Asia Cooperative in Lumajang. The results of the data analysis prove that leadership style does not have a significant effect on employee work behavior.

A leader must always be there and is always needed in every joint human effort. This leadership exists in every organization, even the smallest and most intimate, at the local, regional, national, and international levels. Leadership is the key to the success of an organization. Leadership is a matter of the relationship between the leader and the led. Leadership can function on the basis of the leader's power to invite and move people to do something in order to achieve organizational goals. Although with his power the leader can influence and lead his subordinates to submit and follow him, relying on power alone is not an effective way in leadership. Power is only a means that is automatically carried by the leader. What is more important is the leader himself.

The results of this study prove that leadership style does not affect employee work behavior. This condition can be caused because employees at the Central Asia Cooperative focus more on the environment, work behavior and their commitment to the organization. So that the leadership style of this cooperative manager has been well received by its employees. The personality of a leader will determine the implementation of his duties to influence subordinates, increase productivity and there is togetherness and job satisfaction for employees. The leadership style itself that is of quality certainly has honest, fair and can accept suggestions from his subordinates. Such a leader is always wise, always learning and adjusting his leadership to the situation and conditions.

Due to this condition, it is recommended to the Central Asia Cooperative in Lumajang to be able to create a good leadership style. A leader is required to be able and have the necessary expertise, so that with certain facilities and infrastructure he can move and direct his subordinates to be able to improve work behavior.

The Influence of Commitment on Employee Work Behavior at the Central Asia Cooperative in Lumajang

This discussion is related to the results of testing the second hypothesis which states that there is a significant influence of commitment on the work behavior of employees at the Central Asia Cooperative in Lumajang. The results of data analysis prove that commitment has a significant effect on employee work behavior. In fact, commitment is a variable that has a dominant influence on work behavior. Employees at the Central Asia Cooperative in Lumajang have a strong commitment to the company. If an employee's work is based on a strong commitment to give the best for the company, then in this position the company will benefit greatly because it has loyal employees. However, employee commitment to the company does not just appear, of course through a continuous process and daily life. In this process, the presence of the company in providing motivation and creating a comfortable work environment for its employees is very important.

Given this condition, it is recommended to the management and management of the Central Asia Cooperative in Lumajang, to be able to maintain and even increase the commitment of its employees by, among other things, maintaining harmonious relationships with all its employees so that high loyalty to the cooperative is created.

The Influence of Leadership Style and Commitment on the Work Behavior of Employees of the Central Asia Cooperative in Lumajang

This discussion is related to the results of testing the third hypothesis which states that there is a significant influence of leadership style and commitment simultaneously on the work behavior of employees of the Central Asia Cooperative in Lumajang. The results of data analysis prove that leadership style and commitment have a significant effect simultaneously on the work behavior of employees of the Central Asia Cooperative in Lumajang.

Together, leadership style and commitment have a significant effect of 78.4% on work behavior, while the remaining 21.6% of work behavior is influenced by other variables not examined in this study. This means that a combination of good leadership style and commitment will also produce good work behavior. Management's ability to pay attention to, manage and direct its employees is needed so that employees at the Central Asia Cooperative in Lumajang remain loyal to the company.

4. Conclusion

Based on the results of the research and discussion that have been described, several conclusions can be drawn. First, the results of the hypothesis testing indicate that leadership style has proven to have no significant influence on employee work behavior. Commitment has also proven to have a significant positive influence on employee work behavior. Testing of the third hypothesis reveals that simultaneously, leadership style and commitment have a significant influence on employee work behavior at the Central Asia Cooperative in Lumajang.

References

- Marsuhin, M. (2023). The Effect of Work Behavior, Leadership Style and Commitment on the Performance of Primary Employees of Police Cooperatives. *Innovation Business Management and Accounting Journal*, 2(2), 40-46.
- Marsuhin, M., Widagdo, S., & Murtadlo, M. (2018). Leadership, Discipline And Motivation Affecting To The Performance. *MBA-Journal of Management and Business Application*, 1(1), 55-64. <https://doi.org/10.31967/mba.v1i1.244>
- Mukayah, A., Anwar, K., Taufiqurrohman, M., & Anshori, M. I. (2023). Pengaruh Penerapan Sistem Manajemen Kinerja Terhadap Produktivitas Karyawan. *MULTIPLE: Journal of Global and Multidisciplinary*, 1(4), 378-387. <https://journal.institercom-edu.org/index.php/multiple/article/view/114>

- Ningsih, K. N. W. (2020). Strategi Pemasaran Pembiayaan Mikro Sanitasi Berbasis Akad Murabahah di Koperasi Simpan Pinjam Pembiayaan Syariah Syirkah Fastabiqul Khoiroh Cabang Jatiroto. *Muhasabatuna: Jurnal Akuntansi Syariah*, 2(1), 37-56. <https://doi.org/10.54471/muhasabatuna.v2i1.704>
- Oktaviani, F. (2022). Aktivitas Public Relations Dalam Menerapkan Budaya Perusahaan. *Expose: Jurnal Ilmu Komunikasi*, 4(2), 156-170. <https://doi.org/10.33021/exp.v4i2.3382>
- Paramita, R. W. D., Rizal, N., & Sulistyan, R. B. (2021). *Metode Penelitian Kuantitatif Edisi 3*. Widya Gama Press
- Pramesti, M., Fadlan, A., & Yasin, M. (2023). Konsep industrialisasi pada pengembangan teknologi di Indonesia. *Populer: Jurnal Penelitian Mahasiswa*, 2(2), 148-154. <https://doi.org/10.58192/populer.v2i2.865>
- Rahmad, R. (2020). *Pengaruh Kepemimpinan Transformasional Dan Kecerdasan Emosional Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior (OCB) Sebagai Variabel Intervening Pada Pt. PLN (Persero) Upt Padang Universitas Putra Indonesia" YPTK"]*.
- Remmang, H. (2021). *Perencanaan Bisnis UMKM*. Sah Media.
- Revida, E., Purba, S., Simanjuntak, M., Permadi, A., Simarmata, M. M., Fitriyani, E., Siagian, V., Murdana, I., Faridi, A., & Putri, D. M. B. (2022). *Manajemen Pariwisata*. Yayasan Kita Menulis.
- Rizki, V. L., & Sulistyan, R. B. (2022). *Manajemen Sumber Daya Manusia*. Widya Gama Press.
- Sabil, R. A., & Pd, S. S. (2023). *Efikasi Diri Membangun Kesuksesan dalam Manajemen Perbankan*. Nas Media Pustaka.
- Santoso, S. (2012). Analisis SEM Menggunakan Amos. *Jakarta: Elex Media Komputindo*.
- Sugiyono. (2009). *Teknik Analisis Data*. Alfabeta.
- Sulistyan, R. B. (2017). Kontribusi Kepemimpinan dan Lingkungan Kerja dalam Meningkatkan Motivasi Pegawai. *Jurnal Ilmu Manajemen Advantage*, 1(2), 166-177. <https://doi.org/10.30741/adv.v1i2.196>
- Sulistyan, R. B., Ermawati, E., & Ariyono, K. Y. (2019). Manajemen Retensi dalam Upaya Mempertahankan Karyawan melalui Dorongan Kepuasan dan Komitmen. *WIGA : Jurnal Penelitian Ilmu Ekonomi*, 9(2), 87-98. <https://doi.org/10.30741/wiga.v9i2.464>
- Waedoloh, H., Purwanta, H., & Ediyono, S. (2022). Gaya Kepemimpinan dan Karakteristik Pemimpin yang Efektif. *Social, Humanities, and Educational Studies (SHES): Conference Series*,
- Yatminiwati, M., Setyobakti, M. H., Sulistyan, R. B., & Ermawati, E. (2021). Social Entrepreneurship in MSME Development. *International Journal of Environmental, Sustainability, and Social Sciences*, 2(3), 239-243. <https://doi.org/10.38142/ijesss.v2i3.111>