The Influence of Work Behavior, Leadership Style, and Commitment on Employee Performance

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Abstract

This study aims to analyze the influence of work behavior, leadership style, and commitment on employee performance at Koperasi Sentral Asia, Lumajang, using multiple linear regression analysis methods and data obtained directly from respondents through questionnaires distributed to the employees of Koperasi Sentral Asia in Lumajang. The research findings indicate that work behavior and commitment have a significantly positive effect on employee performance. In contrast, leadership style does not show a significant impact on employee performance. Furthermore, the study reveals that work behavior, leadership style, and commitment collectively have a significant influence on employee performance. These findings provide valuable insights for management in effectively managing and improving employee performance through appropriate work behavior approaches and strengthening employee commitment.

Article Info

1. Introduction

Economic growth in a country is marked by the expansion of its industries. The more industries develop, the better the country's economic growth will be (Pramesti et al., 2023). One type of service business that offers various financial services to meet the needs of the community is a cooperative business entity. The community, as consumers or the target market of cooperatives, considers various factors when choosing the financial services they will use (Ningsih, 2020). The importance of cooperatives is so significant that they are regarded as one of the source of life the global economy. Today, many cooperatives are striving to enhance and improve their technical capabilities in various areas, such as planning, market research and information, as well as public relations (Hasanuddin Remmang, 2021). On the part of the community, there has also been a shift in the demand for products or services, accompanied by the desire for improved service quality and a greater variety of cooperative products. The community no longer views cooperatives solely as a safe place to store money, but rather, they now expect higher returns on their investments (Revida et al., 2022).

The human aspect plays a crucial role in the sustainability and growth of a company, as fundamentally, every cooperative activity is inherently tied to human elements (Marsuhin, 2023). Competition among cooperatives has become increasingly intense, driving cooperatives to enhance their competitive edge. One of the most crucial activities within an organization or company is ensuring that human resource management effectively acquires the right individuals for the job (Sulistyan et al., 2019). Every organization, in its approach to human resources, must be capable of fostering feelings of security and job satisfaction (Quality of Work Life) to ensure that its human resources remain competitive within the organization (Rahmad, 2020). Leadership is universal and applies to every human endeavor, from small organizations to the international level. It is the key to organizational success and is often defined as the ability to influence people in achieving goals (Marsuhin et al., 2018). Leadership is the activity of

influencing people to achieve organizational goals. It involves the relationship between the leader and those being led, where the leader's authority serves to motivate and guide individuals toward the attainment of objectives (Waedoloh et al., 2022). However, relying solely on authority is ineffective; what matters more is the quality and character of the leader themselves. Moreover, employees are also expected to demonstrate a high level of commitment to the company, which reflects their sentiments toward the workplace (Oktaviani, 2022). Organizational commitment encompasses loyalty, identification, and engagement, referring to the process by which employees align themselves with the values, norms, and goals of the organization. It goes beyond mere passive loyalty; rather, it signifies an active relationship between employees and the organization (Sabil & Pd, 2023).

Individual performance in carrying out tasks encompasses both work outcomes and competencies. Performance evaluation is a crucial responsibility of managers, yet it is often challenging to execute with accuracy (Mukayah et al., 2023). The assessment method is contingent upon the company's perspective regarding human resources. Companies that believe employees require strict supervision tend to employ secretive and subjective evaluation methods (Hadi et al., 2022). Conversely, companies that believe in the potential and development of their employees will implement an evaluation system focused on recognizing, developing, and utilizing employee capabilities. As cooperatives in Lumajang continue to evolve, leading to increased competition, it becomes essential to investigate this dynamic by conducting a survey of the condition of human resources or employees, especially in terms of work behavior, leadership style, and commitment to improving employee performance in the cooperative environment in Lumajang.

2. Methods

This study is a quantitative research that combines descriptive and causal associative research methods. The descriptive research is conducted through surveys to measure variables by describing the collected data without making generalizations(Paramita et al., 2021). This research is also causal associative in nature, aiming to identify the cause-and-effect relationships between two or more variables. In this context, there are independent variables that exert an influence and dependent variables that are affected. To analyze the influence of independent variables (X), namely work behavior (X1), leadership style (X2), and commitment (X3), on the dependent variable (Y), which is performance, this study employs multiple linear regression analysis techniques.

This study utilizes two sources of data: internal data regarding the development of the Koperasi Sentral Asia in Lumajang, and external data derived from previous research studies as well as the development of cooperatives in Lumajang Regency, obtained from scholarly journals. The type of data employed in this research is primary data, collected directly from the respondents, specifically employees of Koperasi Sentral Asia in Lumajang, through the distribution of questionnaires. Additionally, data collection for this research was conducted using various techniques, including interviews, questionnaires and observations.

3. Results and Discussion

3.1. Results
Central Asia Cooperative was established on February 17, 2003, located at Jl. Brigjend Slamet Riyadi 85, Tompokersan, Lumajang. The founding deed, numbered 001/BH/427.36/2003, was officially approved by Drs. Herman Wibowo, the Head of the Department of Cooperatives, Industry, Trade, and Investment of Lumajang Regency. Central Asia Cooperative holds a Tax Identification Number (NPWP) 02.265.905.6.625.000, a Business License Number (TDP) 132726500122, and a Situ License (Situ) 503/353/427.38.01/2004. The initial capital of Central Asia Cooperative was Rp. 3,150,000, and the total assets at the end of December 2004 amounted to Rp. 4,370,527,749.17. As of October 31, 2009, the total assets have

grown to Rp. 12,030,002,132, supported by a workforce of 20 employees. The respondents in this study were marketing employees of a leasing company in Lumajang., with a total sample size of 32 individuals participating in the research.

Table 1. Respondent Description Gender

No.	Gender	Total	%
1.	Man	18	53,25%
2.	Woman	14	46,75%
	Total	32	100%

Source: Data Processed (2024)

Table 2. Respondent Description by Age

No.	Age Groups	Total	%
1.	20 - 29	14	43,75%
2.	30 - 39	12	37,50%
3.	40 over	6	18,75%
	Jumlah	32	100%

Source: Data Processed (2024)

Data collection for the research was conducted by distributing questionnaires to 32 respondents. The collected data were then analyzed using the SPSS for Windows Release 16.0 software program.

Research Instrument Testing Results
Validation Test

Table 3. Results of Phase 1 Validity Testing

No.	Variable	Questionnaire	Questionnaire	Sig	Results
1.	Work Behavior (X1)	a. Item 1 (X1.1)	0,291	0,106	Not Valid
		b. Item 2 (X1.2)	0,731	0,000	Valid
		c. Item 3 (X1.3)	0,711	0,000	Valid
		d. Item 4 (X1.4)	0,743	0,000	Valid
		e. Item 5 (X1.5)	0,554	0,001	Valid
2.	Leadership Style (X2)	a. Item 1 (X2.1)	0,806	0,000	Valid
		b. Item 2 (X2.2)	0,780	0,000	Valid
		c. Item 3 (X2.3)	0,719	0,000	Valid
		d. Item 4 (X2.4)	0,861	0,000	Valid
		e. Item 5 (X2.5)	0,762	0,000	Valid
		f. Item 6 (X2.6)	0,849	0,000	Valid
3.	Commitment (X3)	a. Item 1 (X3.1)	0,839	0,000	Valid
		b. Item 2 (X3.2)	0,793	0,000	Valid
		c. Item 3 (X3.3)	0,783	0,000	Valid
		d. Item 4 (X3.4)	0,784	0,000	Valid
		e. Item 5 (X3.5)	0,815	0,000	Valid
		f. Item 6 (X3.6)	0,711	0,000	Valid
4.	Performance (Y)	a. Item 1 (Y1.1)	0,833	0,000	Valid
		b. Item 2 (Y1.2)	0,742	0,000	Valid
		c. Item 3 (Y1.3)	0,774	0,000	Valid
		d. Item 4 (Y1.4)	0,888	0,000	Valid

Source: Data Processed (2024)

Validity testing is conducted to determine to what extent a given questionnaire can extract the necessary data or info. The results of the Validity test are considered Valid if the calculated correlation coefficient (r) is at least 0.3. Based on the Validity test results, several statement items were found to be inValid; consequently, these items were removed from the model, and further testing was performed. The results of the second phase of Validity testing are as follows:

Table 4. Results of Phase 2 Validity Testing

No.	Variable	Questionnaire	Questionnaire	Sig	Results
1.	Work Behavior (X1)	a. Item 2 (X1.2)	0,709	0,000	Valid
		b. Item 3 (X1.3)	0,673	0,000	Valid
		c. Item 4 (X1.4)	0,747	0,000	Valid
		d. Item 5 (X1.5)	0,667	0,001	Valid
2.	Leadership Style (X2)	a. Item 1 (X2.1)	0,806	0,000	Valid
		b. Item 2 (X2.2)	0,780	0,000	Valid
		c. Item 3 (X2.3)	0,719	0,000	Valid
		d. Item 4 (X2.4)	0,861	0,000	Valid
		e. Item 5 (X2.5)	0,762	0,000	Valid
		f. Item 6 (X2.6)	0,849	0,000	Valid
3.	Commitment (X3)	a. Item 1 (X3.1)	0,839	0,000	Valid
		b. Item 2 (X3.2)	0,793	0,000	Valid
		c. Item 3 (X3.3)	0,783	0,000	Valid
		d. Item 4 (X3.4)	0,784	0,000	Valid
		e. Item 5 (X3.5)	0,815	0,000	Valid
		f. Item 6 (X3.6)	0,711	0,000	Valid
4.	Performance (Y)	a. Item 1 (Y1.1)	0,833	0,000	Valid
		b. Item 2 (Y1.2)	0,742	0,000	Valid
		c. Item 3 (Y1.3)	0,774	0,000	Valid
		d. Item 4 (Y1.4)	0,888	0,000	Valid

Source: Data Processed (2024)

Based on the results of the second-stage Validation test, where inValid statement items were removed, every R value was determined to be over 0.3 and every significance threshold to be below 0.05. Therefore, it may be said that the survey utilized to get the data is legitimate., enabling the extraction of the necessary data and information.

Reliability Test

Reliability testing is carried out to measure the extent to which the questionnaire is distributed can produce consistent results, using the Cronbach's Alpha formula. A reliability test is considered reliable if the Cronbach's Alpha value is at least 0.6. The results of the reliability test for each variable are as follows:

Table 5. Reliability Test Results

No.	Variable	Cronbach's Alpha	Results
1	Work Behavior (X1)	0,642	Reliable
2	Leadership Style (X2)	0,877	Reliable
3	Commitment (X3)	0,875	Reliable
4	Performance (Y)	0,823	Reliable

Source: Data Processed (2024)

The results of the questionnaire reliability test on the four research variables show that all statement items for each variable have a reliable Cronbach's Alpha value. Therefore, it can be concluded that the measurement concept of each variable represented by the questionnaire used in this study is reliable.

Classical Assumption Test Results
Normality Test

Normality testing was conducted on the using regression residuals a P-P Plot graph. A dataset is considered normally distributed if the points on the plot are closely scattered around diagonal line. If data distribution values are located near the diagonal straight line, normality assumption is deemed satisfied (Singgih Santoso, 2012:361). The results are as follows:
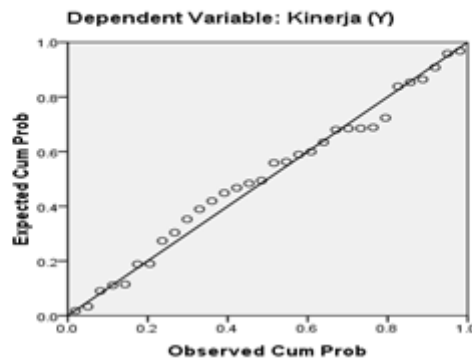
Figure 1. Data Normality Test Results
Source: Data Processed (2024)

The results of the normality test indicate a normal graphical pattern, with the data points closely aligned along the diagonal line. This suggests that the regression model is normally distributed.

Multicollinearity Test

A variable is indicative of multicollinearity when it exhibits a high Variance Inflation Factor (VIF) values between independent variables of the regression model. Specifically, VIF values exceeding 10 indicate multicollinearity in the regression model (Sugiyono, 2009:139). Therefore, a dataset is considered free from multicollinearity if the VIF value is below 10. The test results are presented in collinearity statistics, highlighting the VIF values as follows:

Table 6. Multicollinearity Test Results

No.	Variable	Tollerance	Value VIF	Results
1	Work Behavior (X1)	0,763	1,310	Multicollinearity Free
2	Leadership Style (X2)	0,761	1,314	Multicollinearity Free
3	Commitment (X3)	0,995	1,005	Multicollinearity Free

Source: Data Processed (2024)

The results of the testing indicate that all variables used as predictors in the regression model exhibit relatively low Variance Inflation Factor (VIF) values, all of which are below 10, with tolerance values exceeding 0.1. This shows that the independent variables used in this study do not show signs of multicollinearity, this shows that all independent variables are indeed independent of each other.

Heteroscedasticity Test

The heteroskedasticity test was conducted using a Scatter Plot. If no significant variables are found, it can be concluded that there is no issue of heteroskedasticity. The results of the test are as follows:
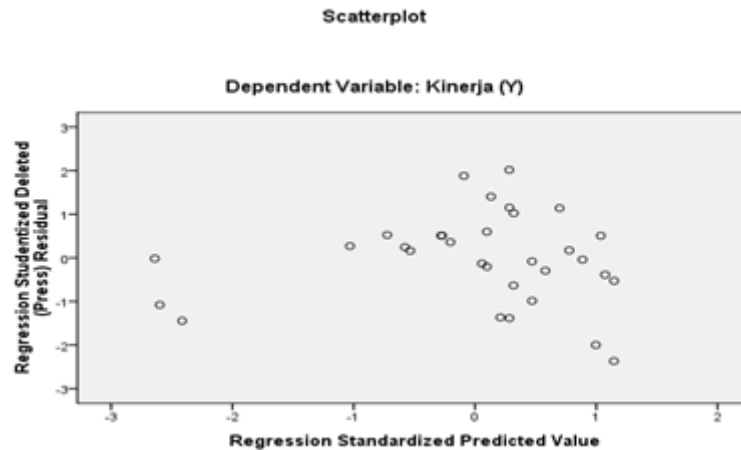
Figure 2. Heteroscedasticity Test Results
Source: Data Processed (2024)

The results of the heteroscedasticity test show that there is no clear pattern among the plotted points. This indicates that the regression model does not show signs of heteroscedasticity, meaning that there is no significant disturbance affecting this regression model.

Multiple Linear Regression Analysis Results

The value of t tabel, where is the value t tabel with α = 5%, must first be found in order to compute the partial effect or t-test. From df (n-2) t tabel ($\alpha/2$; 32-2) = (0,025 ; 30) = ± 2,042. Testing criteria:

The hypothesis is accepted if $t_{hitung} > t_{tabel}$ or $t_{hitung} < -t_{tabel}$
The hypothesis is rejected if $-t_{tabel} \leq t_{hitung} \leq t_{tabel}$

Hypothesis Testing 1

H1 : The work behavior of employees at the Central Asia Cooperative in Lumajang has a notable impact on their productivity

Based on the SPSS results, The calculated t value obtained was 2.893 with a significance level of 0.007, meaning that the calculated t (2.893) > t table (2.042) and sig (0.007) < α (0.05), so the hypothesis is accepted and it is concluded that work behavior (X1) has a significant effect on performance (Y).

Hypothesis Testing 2

H2 : Workers at the Central Asia Cooperative in Lumajang are greatly impacted by their leadership style in terms of their performance

Based on the SPSS results, the calculated t value was -1.744 with a significance level of 0.092, meaning that the calculated t (-1.744) > -t table (-2.042) and sig (0.092) > α (0.05), so the hypothesis is rejected and it is concluded that the leadership style (X2) does not have a significant effect on performance (Y).

Hypothesis Testing 3

H3 : There is a significant influence of commitment on the performance of employees of the Central Asia Cooperative in Lumajang

With a significance threshold of 0.000 and a computed t value of 9.488 based on the SPSS data, which indicates that t count (9.488) > t table (2.042) and sig (0.000) < α (0.05), then the hypothesis is accepted and it is determined that commitment (X3) has a large influence on performance (Y).

Hypothesis Testing 4
    To conduct an F-test on the research variables, the F-table value is required. The F-table value at a significance level of 5% (0.05) with the appropriate degrees of freedom is necessary for this analysis (n - k - 1) = 32 – 2 – 1 = 29, then obtained F table = 3,328.
H4 : Koperasi Sentral Asia in Lumajang, employees' work behavior, leadership style, and commitment all have a significant simultaneous impact on their performance.

    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 table (3.328) and sig (0.000) < α (0.05), so the hypothesis is accepted and proven to conclude that work behavior, leadership style and commitment have a significant simultaneous effect on performance (Y).
The regression equation model that can be written from these results in the form of an Unstandardized Coefficients regression equation is as follows:

$$Y = 0{,}494 + 0{,}343\ X1 - 0{,}170\ X2 + 0{,}597\ X3$$

    From the results of the multiple linear regression equation, it can be explained as follows:
a. The constant value of 0.494 indicates that the performance value will remain at 0.494 when the variables for work behavior (X1), leadership style (X2), and commitment (X3) are all set to zero.
b. The coefficient for the work behavior variable (X1) is 0.343, indicating a positive unidirectional relationship. This means that for every one-unit increase in the work behavior variable, performance will increase by 0.343. Conversely, for every one-unit decrease in the work behavior variable, performance will decrease by 0.343.
c. The coefficient of the leadership style variable (X2) is -0.170 (indicating an inverse relationship), which signifies that for every increase of 1 (one) unit in the leadership style variable, performance decreases by 0.170. Conversely, for every decrease of 1 (one) unit in the leadership style variable, performance increases by 0.170.

    The coefficient of the commitment variable (X3) is 0.597, indicating a positive and direct relationship. This means that for every increase of one unit in the commitment variable, performance will increase by 0.597. Conversely, for every decrease of one unit in the commitment variable, performance will decrease by 0.597.

Coefficient of Determination
    The coefficient of determination (R^2) is intended to assess the accuracy of a regression analysis, with values ranging from 0 (zero) to 1 (one) indicating the level of precision. According to Singgih Santoso (2012:355), the determination coefficient in multiple linear regression can be evaluated using the R Square value. This coefficient (R^2) provides a measure of the contribution of several independent variables (X) to the variation in the dependent variable (Y), typically expressed as a percentage.
    Based on the calculations using the SPSS program, the resultant There is a 0.784 Determination Coefficient (R Square). This demonstrates that independent variables, such as work behavior, commitment, and leadership style, account for 78.4% of performance, with other variables not included in this study influencing the remaining 21.6% of performance.

3.2. Discussion
Discussion of the Results of the First Hypothesis Test
    This discussion is related to the results of the first hypothesis test which states that there is a significant influence between work behavior and employee performance. at Koperasi Sentral Asia in Lumajang. The data analysis results demonstrate that work behavior has a significant impact on employee performance.
    Human behavior is, in essence, the simplest reflection of their underlying motivations. For individuals to align their behavior with organizational goals, there must be a synergy between their intrinsic motivation for personal change and the demands of the organization. People exhibit diverse behaviors, influenced by their unique environments. Each individual brings distinct characteristics to the organizational setting, including abilities, personal beliefs,

expectations, needs, and past experiences. On the other hand, organizational characteristics encompass orderliness manifested through job hierarchies, task assignments, authority, responsibilities, compensation systems, and more. When individual characteristics interact with organizational attributes, specific behaviors within the organization emerge.

In order to attain organizational success, a leader must understand organizational behavior. of their employees. This understanding is crucial for recognizing the unique traits, behaviors, and temperaments of individual employees, which can support the manager's success in the future. The results of this study indicate that an improvement in employee behavior leads to an enhancement in their performance, and vice versa. This can be achieved through positive efforts aimed at cultivating good work behaviors, thereby increasing employee performance. Given this situation, it is recommended that the management and leaders of Koperasi Sentral Asia strive to cultivate a positive work environment among all employees by actively motivating their behaviors, attitudes, and work ethics. This approach is essential for enhancing the overall performance of Koperasi Sentral Asia in Lumajang.

Discussion of the Results of the Second Hypothesis Test

This discussion pertains to the findings from the second hypothesis test, which posits that there is a significant influence between leadership style and employee performance at Koperasi Sentral Asia in Lumajang. The data analysis results indicate that leadership style does not have a significant impact on employee performance. A leader must always be present and continuously needed in every collaborative effort among individuals. Leadership exists in every organization, whether it is small and intimate or at local, regional, national, or international levels. It serves as the key to success of an organization. Leadership is fundamentally about the relationship between the leader and the followers. It functions through the leader's authority to inspire and mobilize people to take action toward achieving the organization's goals. While a leader can use their power to influence and guide subordinates to comply and follow, relying solely on authority is not an effective leadership approach. Power is merely a tool that leaders inherently possess. What is far more significant is the character and integrity of the leader themselves.

The results of this study demonstrate that leadership style does not significantly impact employee performance. This situation may arise because employees at Koperasi Sentral Asia are more focused on their work environment, work behavior, and their commitment to the organization. Consequently, the leadership style of the cooperative manager is well-accepted by the employees. A leader's personality plays a crucial role in executing tasks that influence subordinates, enhance productivity, and foster a sense of camaraderie and job satisfaction among employees. A high-quality leadership style is characterized by honesty, fairness, and the ability to accept feedback from subordinates. Such leaders are always wise, continuously learning, and adept at adapting their leadership approach to suit varying situations and conditions.

Given this situation, it is recommended that the Koperasi Sentral Asia in Lumajang strive to cultivate an effective leadership style. A leader is expected to possess the necessary skills and expertise, enabling them to utilize available resources and infrastructure to motivate and guide their subordinates in order to enhance overall performance.

Discussion of the Results of the Third Hypothesis Test

This discussion pertains to the results of testing the third hypothesis, which posits that there is a significant impact of commitment on employee performance at Koperasi Sentral Asia in Lumajang. The data analysis reveals that commitment significantly influences employee performance, indicating that it is a dominant variable in affecting performance outcomes.

Employees at Koperasi Sentral Asia Lumajang demonstrate a strong commitment to the organization. When an employee's work is rooted in a profound commitment to delivering their best for the company, the organization stands to benefit significantly from having loyal staff. However, this level of commitment does not occur spontaneously; it is cultivated through continuous processes and daily interactions. In this regard, the company's role in providing motivation and fostering a comfortable work environment for its employees is crucial. In light of this situation, it is recommended that the management and administrators of Koperasi Sentral

Asia Lumajang focus on maintaining and even enhancing employee commitment. This can be achieved by fostering harmonious relationships with all employees, thereby cultivating a strong sense of loyalty towards the cooperative.

Discussion of the Results of the Fourth Hypothesis Test

This discussion pertains to the results of the fourth hypothesis testing, which states that there is a significant simultaneous influence of work behavior, leadership style, and commitment on the performance of employees at Koperasi Sentral Asia in Lumajang. The data analysis results demonstrate that work behavior, leadership style, and commitment have a significant simultaneous impact on the performance of employees at Koperasi Sentral Asia in Lumajang.

Collectively, work behavior, leadership style, and commitment significantly influence performance by 78.4%, while the remaining 21.6% of performance is influenced by other variables not examined in this study. This indicates that a positive combination of work behavior, leadership style, and commitment will result in increased performance. Effective management that focuses on nurturing, managing, and directing employees is essential for maintaining their loyalty to Koperasi Sentral Asia in Lumajang.

4. Conclusion

Based on the research findings and discussions presented, several conclusions can be drawn. First, the results of the hypothesis testing indicate that work behavior has a significant positive impact on the performance of employees at Koperasi Sentral Asia in Lumajang. Second, it has been shown that leadership style does not have a significant effect on employee performance. Third, commitment has also been proven to have a significant positive influence on employee performance. Finally, the testing of the fourth hypothesis reveals that, simultaneously, work behavior, leadership style, and commitment significantly affect the performance of employees at Koperasi Sentral Asia in Lumajang.

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