

# The Effect of Work Behavior, Leadership Style and Commitment on the Performance of Primary Employees of Police Cooperatives

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## Abstract

This study aims to examine the influence of work behavior, leadership style, and commitment to employee performance. This study uses a quantitative approach. The samples used were 32 people who were employees of the Lumajang District Police Cooperative. The results of the study show that work behavior and commitment have a significant effect on employee performance. However, leadership style has no significant effect on employee performance. An important implication of this research is that it is very important for the organization to pay attention to the work behavior and commitment of its employees. Leadership style has no effect because it often changes leaders. So employees are familiar with various leadership styles in managing the organization.

**Keywords:** Commitment, Employee Performance, Leadership Style, Work Behavior

## Introduction

The economic growth of a country is marked by the growth of the industry in that country, the more developed the economic industry, the more industrial growth in that country, the higher the quality (Gryshova et al., 2020; Sulistyan et al., 2022; Sopanah et al., 2020). One service business that offers a variety of community needs for financial services is a form of cooperative business entity. Cooperatives as consumers or markets aimed at by cooperatives have various considerations in choosing the services they will use (Arifin et al., 2020). The importance of cooperatives, society is considered as one of the veins of the world economy. Many cooperatives are currently trying to improve the quality of the service system and the needs needed (Bretos & Marcuello, 2017).

Competition in cooperatives is currently increasingly competitive encouraging cooperatives to further increase their competitiveness. The success of cooperatives in the future depends on how well their human resources are managed. Every cooperative activity is never separated from the human element. Production, marketing and technology activities cannot run without being carried out by humans. Every organization in the HR approach means that all and every organization must be able to create a sense of security and satisfaction at work (Rizki & Sulistyan, 2022).

Quality human resources can also be obtained from an organizational climate that creates harmony within it. Human behavior is actually the simplest reflection of their basic motivation (Rivai et al., 2019; Pârjoleanu, 2020). In order for their behavior to be in accordance with organizational goals, there must be a combination of motivation for their own changes and organizational demands. Another definition is put forward by Mitfah Thoha, who gives behavior as a function of the interaction between individuals and their environment. If individual characteristics interact with organizational characteristics, behavior in the organization will be realized. In an effort to achieve organizational success, a leader must be able to understand the behavior of his employees.

Apart from that organizational commitment is an individual orientation towards the organization which includes loyalty, identification, and involvement (Amin, 2022). Organizational commitment has an emphasis on the process experienced by employees in identifying themselves with the values, rules, and goals of the organization (Afsar et al., 2020). Organizational commitment has an emphasis on the process experienced by employees in identifying themselves with the values,

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rules, and goals of the organization. Organizational commitment has an emphasis on the process experienced by employees in identifying (Qing et al., 2020).

Employee performance research has many significant interests and benefits for companies (Davidescu et al., 2020; Sulistyan et al., 2020; Manzoor et al., 2019). Following are some of the reasons why employee performance research is so important: 1) Performance evaluation Employee performance research helps in evaluating individual performance objectively. By collecting data on employee performance, behavior and contributions, companies can identify strengths and weaknesses in their performance. This enables management to make decisions based on valid and objective information. 2) Employee development, employee performance research helps in identifying individual development needs. By knowing the areas where employees can improve their skills or knowledge, companies can develop appropriate development programs. This can include training, mentoring, or new work experience opportunities that can help employees improve their performance. 3) Recognition and rewards, employee performance research also provides a basis for providing appropriate recognition and rewards to high performing individuals. By using objective data and facts, companies can provide fair rewards and motivate employees to continue to perform well. 4) Increased productivity, by conducting regular employee performance research, companies can identify factors that affect productivity and performance. This could include problems at work, bottlenecks in work processes, or the need for system improvements. By knowing the areas where improvement is needed, companies can take appropriate actions to increase overall productivity. 5) Human resource decision-making, employee performance research provides a sound basis for human resource-related decision-making, such as promotion, payroll, career development, or dismissal decisions. By having accurate information about individual performance, management can make appropriate and fair decisions related to human resource management.

Overall, employee performance research is important to ensure the effectiveness, productivity and growth of a company. This helps companies better manage employees, increase employee satisfaction and retention, and achieve higher business goals (Sulistyan et al., 2019). Along with the development of cooperatives in Lumajang which creates quite sharp competition, it is interesting to study by conducting a survey on the condition of human resources or employees in terms of work behavior, leadership style and commitment to improve the performance of cooperative employees in Lumajang.

## Methods

This study uses an associative approach, namely to determine the important role of organizational communication and work discipline in improving performance. The population in this study were all employees who worked at the police cooperative in Lumajang Regency, totaling 32 people. Researchers used census samples so that a sample of 32 people was obtained. The type of data used is in the form of primary and secondary data. Primary data was obtained from the results of distributing questionnaires, while secondary data was sourced from documents obtained from the police cooperative in Lumajang Regency. Methods of data collection in the form of surveys and questionnaires. The researcher visited the research location to distribute questionnaires and at the same time to conduct a survey of employee activities related to research. The data collection method was in the form of a closed questionnaire (Sugiyono, 2016) which contained descriptive data on respondents and research statement items which were measured using a Likert scale (1=strongly disagree to 5=strongly agree). Questionnaires were distributed to police cooperative employees in Lumajang Regency accompanied by researchers so that there was no ambiguity in filling out.

## Results and Discussion

Respondents in this study were employees of the marketing department at the police cooperative in Lumajang Regency with the number of respondents who were used as the sample of this study as many as 32 people.

**Table 1.** Description Respondent

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
Over 40 years	6	18,75

Source: Data Processed (2023)

Based on bold 1, the result is that men dominate the total number of employees in the police cooperative in Lumajang District. Most of the ages are 20 to 29 years old, so many employees are still in the young category.

### Validity and Reliability

The results of testing the validity and reliability can be seen in the following table:

**Table 2.** The Results of Testing the Validity and Reliability

No	Variable	Item	$R_{rest}$	Sig	CA	Information
1	Work Behavior	Work behavior statement item 1	0,709	0,000	0,642	Valid and Reliable
		Work behavior statement item 2	0,673	0,000		
		Work behavior statement item 3	0,747	0,000		
		Work behavior statement item 4	0,667	0,001		
2	Leadership Style	Leadership style statement item 1	0,806	0,000	0,877	Valid and Reliable
		Leadership style statement item 2	0,780	0,000		
		Leadership style statement item 3	0,719	0,000		
		Leadership style statement item 4	0,861	0,000		
		Leadership style statement item 5	0,762	0,000		
		Leadership style statement item 6	0,849	0,000		
3	Commitment	Commitment statement item 1	0,836	0,000	0,875	Valid and Reliable
		Commitment statement item 2	0,799	0,000		
		Commitment statement item 3	0,786	0,000		
		Commitment statement item 4	0,787	0,000		
		Commitment statement item 5	0,812	0,000		
		Commitment statement item 6	0,708	0,000		
4	Performance	Performance statement item 1	0,833	0,000	0,823	Valid and Reliable
		Performance statement item 2	0,742	0,000		
		Performance statement item 3	0,774	0,000		
		Performance 4statement item	0,888	0,000		

Source: Data Processed (2023)

From the results of the validation test, it was found that all calculated R values were above 0.3 and the significance was below 0.05. It can be concluded that the questionnaire used to gather data is valid so that it can extract the necessary data or information. The results of the reliability test of the questionnaire on 4 (four) variables in this study indicate that all statement items for 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.

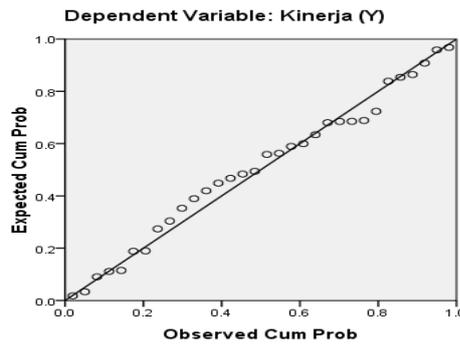
### Assumptions Classical Test

The results of testing the classical assumptions in this study consisted of tests for normality, multicollinearity and heteroscedasticity. The results of testing the classical assumptions in this study are described as follows:

#### 1. Normality Test

The normality test is carried out on the regression residual. Testing is carried out using the P-P Plot chart. Normal data is data that forms points that spread not far from the diagonal line, if the data distribution values lie around the straight diagonal line then the normality requirements are met.

Normal P-P Plot of Regression Standardized Residual



**Figure 1.** Normality Rest Results

Source: Data Processed (2023)

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

2. Multicolinierity Test

A variable showing symptoms of multicollinearity can be seen from the high VIF (Variance Inflation Factor) value on the independent variables of a regression model. VIF values greater than 10 indicate the presence of multicollinearity in the regression model (Sugiyono, 2016). So for a data it is said to be free from multicollinearity if the VIF value is below 10. The test results shown in collinearity statistics to find the VIF value are presented as follows:

**Table 3.** Multicolinierity Test Results

No	Variable	Tolerance	VIF	Information
1	Work Behavior	0,763	1,310	Multicollinearity free
2	Leadership Style	0,761	1,314	Multicollinearity free
3	Commitment	0,995	1,005	Multicollinearity free

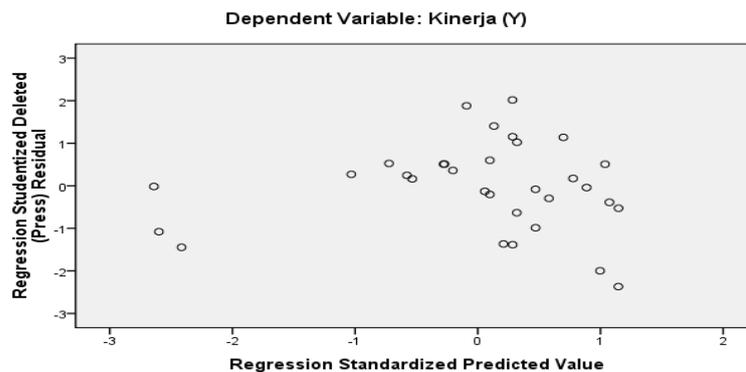
Source: Data Processed (2023)

The test results show that all the variables used as predictors of the regression model show quite small VIF values, 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 signs of multicollinearity, which means that all the independent variables in this study are mutually independent variables.

3. Heteroscedasticity Test

Heteroscedasticity testing was carried out using a Scatter Plot. If there are no significant variables, it can be concluded that there is no heteroscedasticity problem. The following test results:

Scatterplot



**Figure 2.** Heteroskedasticity Test Results

Source: Data Processed (2023)

The results of the heteroscedasticity test show that there is no clear pattern from these points. This shows that the regression model has no symptoms of heteroscedasticity, which means that there is no significant interference in this regression model.

## Results of Multiple Linear Regression Analysis

To calculate the partial effect or  $t_{test}$ , first determine the value of  $t_{table}$ , where the value of  $t$  table with  $\alpha = 5\%$ ,  $df (n-2)$  is obtained  $t_{table} (\alpha/2 ; 32-2) = (0.025 ; 30) = \pm 2.042$ .

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

First hypothesis: Based on the SPSS results, it was obtained that the  $t$  value was 2.893 with a significant level of 0.007 meaning that  $t \text{ count } (2.893) > t \text{ table } (2.042)$  and  $\text{sig } (0.007) < \alpha (0.05)$  then the hypothesis is accepted and it is concluded that work behavior ( $X1$ ) has a significant effect on performance ( $Y$ ). Second hypothesis: Based on the SPSS results, the  $t$ -count is -1.744 with a significant level of 0.092, meaning that  $t\text{-count } (-1.744) > -t\text{-table } (-2.042)$  and  $\text{sig } (0.092) > \alpha (0.05)$  then the hypothesis is rejected and it is concluded that leadership style ( $X2$ ) has no significant effect on performance ( $Y$ ). Third hypothesis: Based on the SPSS results, the  $t$  value was obtained at 9.488 with a significant level of 0.000 meaning  $t \text{ count } (9.488) > t \text{ table } (2.042)$  and  $\text{sig } (0.000) < \alpha (0.05)$  so the hypothesis is accepted and it is concluded that commitment ( $X3$ ) significant effect on performance ( $Y$ ). Fourth hypothesis: Based on the SPSS results, the calculated  $F$  value is 33.969 with a significant level of 0.000, meaning  $F \text{ count } (33.969) > F \text{ table } 3.328$  and  $\text{sig } (0.000) < \alpha (0.05)$  so the hypothesis is accepted and it is concluded that work behavior, leadership style and commitment has a significant effect simultaneously on performance ( $Y$ ).

## Coefficient of Determination

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 performance can be explained by independent variables, namely work behavior, leadership style and commitment, while the remaining 21.6% of performance is influenced by other variables not examined in this study.

## Discussion

### The Effect of Significant Work Behavior on the Performance of Primary Employees of Police Cooperatives in Lumajang

This discussion is related to the results of testing the first hypothesis which states that there is a significant effect of work behavior on the performance of Primary Police Cooperative employees in Lumajang. The results of data analysis prove that work behavior has a significant effect on the performance of Primary Police Cooperative employees in Lumajang. Human behavior is actually the simplest reflection of their basic motivation. If individual characteristics interact with organizational characteristics, then organizational behavior will be realized.

### The Influence of Significant Leadership Style on the Performance of Primary Employees of Police Cooperatives in Lumajang

This discussion is related to the results of testing the second hypothesis which states that there is a significant influence of leadership style on the performance of Primary Police Cooperative employees in Lumajang. The results of data analysis prove that leadership style has no significant effect on employee performance. A leader must always be there and always needed in every business with humans. 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.

### The Effect of Significant Commitment on the Performance of Primary Employees of Police Cooperatives in Lumajang

This discussion relates to the results of testing the third hypothesis which states that there is a significant effect of commitment on the performance of Primary Police Cooperative employees in Lumajang. The results of data analysis prove that commitment has a significant effect on performance. Employees at the Lumajang Police Cooperative Primary have a strong commitment to the company. Employee commitment to this company does not just appear, of course through continuous processes and daily activities.

### Simultaneously Significant Effect of Work Behavior, Leadership Style and Commitment on the Performance of Primary Employees of Police Cooperatives in Lumajang

This discussion relates to the results of testing the fourth hypothesis which states that there is a simultaneous significant effect of work behavior, leadership style and commitment on the performance of Primary Police Cooperative employees in Lumajang. The results of data analysis

prove that good work behavior, leadership style and commitment will also result in good performance. Management's ability to pay attention to, manage and direct its employees is needed so that employees at the Lumajang Police Cooperative Primary remain loyal to the company.

## Conclusion

Based on research conducted on primary employees of the Police Cooperative in Lumajang, it can be concluded that work behavior, leadership style, and commitment have a significant influence on employee performance. Good work behavior, such as discipline, responsibility, and initiative, can improve employee performance. Meanwhile, good leadership styles, such as transformational and democratic, can motivate employees to work better. In addition, employee commitment to the organization and work is also very important in improving their performance. Employees who have high commitment will be more dedicated and try to achieve organizational goals. Therefore, the management of the Police Cooperative in Lumajang needs to pay attention to these factors in an effort to improve employee performance. It is necessary to develop work behavior through training and coaching, as well as applying a good leadership style. In addition, it is also necessary to create a work environment that supports employee commitment and strengthens the bond between employees and the organization.

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