

The Effect of Individual Characteristics and Work Ethic on Employee Performance Trough Organization Commitment as Mediaton in Public Sector

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Abstract

This study aims to determine the effect of individual characteristics and work ethic on the performance of BPKPSDM Bantul employees with organizational commitment as a mediating variable. This research uses associative method with quantitative approach. The population used is all employees of BPKPSDM Bantul Regency, totaling 55 employees, the sample technique used is saturated sample because the population is relatively small. then the entire population is sampled. The sampling technique is nonprobability sampling technique. The results of this study are as follows Individual Characteristics have a positive but insignificant effect on Organizational Commitment, Work Ethic has a positive and significant effect on Commitment, Individual Characteristics have a positive but insignificant effect on Performance, Work Ethic has a positive but insignificant effect on Performance, Organizational Commitment has a positive and significant effect on Performance, Organizational Commitment cannot act as a mediating variable between Individual Characteristics and Performance, Organizational Commitment can act as a mediating variable between Work Ethic and Performance.

Introduction

Technological developments, changes in the work environment that are increasingly competitive and dynamic, as well as various other changes cause an organization to improve itself. Therefore, every organization is required to be able to have superior human resources, who are able to make their best contribution to organizational performance. Although supported by good facilities and infrastructure but not supported by human resources, the organization's goals will not run well. Human resources are the determinants of success in the organization. The definition of human resources is the integrated ability of the thinking and physical power of individuals. (Panjaitan, 2017).

Performance is the result of work that a person has achieved from his work behavior in carrying out work activities. Performance is a result of the work that a person achieves in carrying out the tasks assigned to him based on skills, experience and seriousness and timeliness. (Hasibuan, 2017). It can be said that performance is a manifestation or appearance in carrying out work. Without a high performance, it will result in poorly completed tasks and work. Conversely, if a person's performance is higher, the productivity of the organization as a whole will increase. The performance of individuals and groups of employees in an organization is one of the important things and is very concerned because every organization must have the same goal, namely to produce employees who perform so that it has an impact on employee productivity.

Organizations must know the factors that affect employee performance in order to work optimally. Improving employee performance is one of the factors influenced by individual characteristics (Ilhami et al 2020). As a determinant of the quality of performance in the organization, employees have individual characteristics that differ from one another. (Hanafi, 2016). Individual characteristics are special characteristics or traits possessed by employees that can make these employees have different abilities from other employees to maintain and improve their performance. (Sari & Ali, 2022). In addition, in his research Adamy et al (2018) Individual characteristics are the psychological, moral or character traits of a person that distinguish him from other people. The most important resource in the organization is human resources, people who provide their energy, talent, creativity, and efforts to the organization so that the organization can be achieved.

Based on research conducted Widodo (2022), Nainggolan et al (2021) and Ilhami et al (2020) in their research say there is a positive and significant relationship between individual characteristics and performance. Meanwhile, different results are shown in research Riyadi, (2019) entitled *"The Influence of Job Satisfaction, Work Environment, Individual Characteristics and Compensation toward Job Stress and Employee Performance"* and research, Sumantri et al., (2017) entitled *"The Effect of Individual Characteristics, Competence and Quality of Work Life on Work Motivation, Intention to Leave and Employee Performance Outsourcing Manufacturing Company in East Java"* said that individual characteristics were found to have an insignificant effect on performance.

Basically, every organization wants its employees to have high performance, such as the Bantul Regency Personnel and Human Resources Development Agency. The Civil Service and Human Resources Development Agency is a supporting element of government affairs in the field of staffing and human resource development in the Bantul Regency, Yogyakarta Province. This government organization has the main task of assisting the regent in carrying out the supporting function of government affairs in the field of staffing and human resource development which is the regional authority and the assistance given to the regency government. Therefore, the Civil Service and Human Resources Development Agency of Bantul Regency hopes that its human resources have high performance in all divisions so as to improve employee performance and optimal service to the community.

Individual Characteristics

Individual characteristics are special characteristics or traits possessed by employees that can make these employees have different abilities from other employees to maintain and improve their performance. (Sari & Ali, 2022). In addition, in research conducted by Adamy et al (2018) Individual characteristics are the psychological, moral or character traits of a person that distinguish it from other people. The most important resource in the organization is human resources, people who provide their energy, talent, creativity, and efforts to the organization so that the organization can be achieved. Indicators of individual characteristics are Openness to Experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism.

Work Ethic

Ethics comes from Greek (*ethos*) which means attitude, personality, character, and belief in something. Work ethic or work ethic is a set of positive and high-quality work behaviors, which are characterized by a strong level of awareness and belief in a holistic work paradigm. (Nurhasanah & Jufruzen 2022).. Work Ethic Indicators there are 3 parameters, namely Work as a central life. Moral attitude towards work, Intrinsic work motivation.

Organizational Commitment

Organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. A person's commitment to the organization is one of the guarantees to maintain the sustainability of the organization. (Devi & Rumawas, 2017).

As according to Meyer and Allen in Devi & Rumawas (2017) to measure the components of organizational commitment using three components, namely affective work commitment, continuous work commitment, and normative work commitment.

Performance

Based on research from Arsad (2017) the definition of performance or in English is called *performance*. In principle, there is another term that better describes "performance" in English, namely the word "achievement". But because the word comes from the word "*to achieve*" which means "*to reach*", in Indonesian it is often interpreted as "achievement" or "what is achieved". This understanding is clarified by Pontoh et al (2022) According to Pontoh et al (2022), performance is as a result of the work that a person has achieved from his work behavior in carrying out work activities. Information about the high and low work performance of an employee cannot be obtained just like that, but is obtained through a long process, namely the employee performance *appraisal* process called performance *appraisal*.

The indicators of employee performance according to Bangun in Arif et al (2019) are the amount of work, quality of work, timeliness, attendance, and collaboration skills.

Hypothesis 1: Individual Characteristics are suspected to have a positive and significant influence on Organizational Commitment.

Individual characteristics are special characteristics or traits possessed by employees that can make these employees have different abilities from other employees to maintain and improve their performance. (Sari & Ali, 2022). In addition Adamy et al (2018) explained that individual characteristics are the psychological, moral or character traits of a person that distinguish him from other people. With good individual characteristics, it is hoped that it can affect employee organizational commitment. It should be noted that every organization must have various individual characteristics. The diversity of tasks created in the organization or the nature of existing individuals will illustrate these differences. Individual characteristics are important to create because it is the employee's perception of what the organization provides. (Marvin & Gurusinga, 2022)..

The results of research conducted Kurniawan & Sarwono (2021) showed positive and significant results, Ningrati & Sumartik (2023) in their research found positive results between individual characteristics and organizational commitment, and Marvin & Gurusinga (2022) the results showed that there was a positive and significant effect on organizational commitment.

Hypothesis 2: Work Ethic is suspected to have a positive and significant influence on Organizational Commitment.

Based on research from Pratana & Abadi (2018) work ethic is a set of positive behaviors rooted in fundamental beliefs that are accompanied by total commitment to an integral work paradigm. This proves that a good work ethic will have a positive impact on the creation of commitment to one's organization in doing work.

This is supported in research Prasada et al (2020) shows that based on the t test, work ethic has a positive and significant effect on organizational commitment. Research conducted by Agus & Ana (2021) the results showed that there was a positive and significant effect on organizational commitment.

Hypothesis 3: Individual characteristics are suspected to have a positive and significant influence on employee performance.

The most important resource in the organization is human resources, people who provide their energy, talent, creativity, and efforts to the organization so that the organization can be achieved. The characteristics of each employee are very diverse, each organization can certainly choose an employee who has good criteria and characteristics in accordance with what the organization wants to support employee performance, so that the organization can make different characteristics of each individual employee an advantage in the organization.

Nainggolan et al (2021) the results showed that there was a positive and significant effect on employee performance. Ilhami et al (2020) in his research found positive results between individual characteristics on employee performance, Adamy et al (2018) in his research there are positive results between individual characteristics on performance. Hidayah, (2018) in his research says there is a significant positive relationship between individual characteristics and performance.

Hypothesis 4: Monkey Ethos is suspected to have a positive and significant influence on Employee Performance.

A good work ethic in the organization helps employees to understand how they work to carry out their duties. Work ethic is a feeling, conversation, and action of humans who work in the company, so it can be said that everything in the organization including the way of thinking, behaving and behaving is influenced by work ethic. This attitude arises from his own willingness and awareness based on a cultural value system orientation towards work. (Agus & Ana, 2021).

Results research conducted by Farida et al (2021) found positive results between individual characteristics on organizational commitment and organizational commitment. Marfuah et al (2022) showed that work ethic has a positive and significant effect on work performance.

Hypothesis 5: Organizational Commitment is suspected to have a positive and significant influence on Employee Performance.

Organizational commitment is the loyalty and willingness to work of an employee in an organization by giving energy and time to a job. So that employees with high organizational commitment are very important in carrying out their duties, so the assigned tasks can be done

well. This makes employees work with totality which makes work performance maximized. Efforts to increase organizational commitment require determination, loyalty and continuous efforts from all parties in the organization to increase loyalty to the company. (Ningrati & Sumartik, 2023). With organizational commitment in the form of strong belief, trust, and acceptance of high organizational goals and values, it will have a good impact on the organization in the form of better work performance due to employees' awareness of the organization's goals.

The results of research conducted Devi & Rumawas (2017) there are positive and significant results between organizational commitment and employee performance.

Method

The form of research used in this study is an *associative* method with a quantitative approach, namely research in the form of examining how a variable has a relationship or relationship with other variables. The population in this study were employees of the Civil Service Agency and Human Resources Development of Bantul Regency, totaling 55 employees. The sample size used in this study amounted to 42 people taken by the saturated sample method. This researcher used a 1-5 Likert scale instrument from strongly disagree (1) to strongly agree (5). The data analysis method in this study is multiple linear regression which is processed using SPSS version 21 software and *online* sobel *test*.

Results and Discussion

The characteristics of the respondents are shown in Table 1. with a total of 42 respondents consisting of 20 (47.6%) men and 22 (52.4%) women. The employment status in this study were all permanent employees as many as 42 people (100%), all employees were mostly married as many as 42 people (100%). Employees in this study were predominantly aged between 41-49 years as many as 14 people (33.3%), the majority had the last Bachelor's degree (S1) as many as 23 people (54.8%). Based on the length of service, the majority of employees have more than 15 years of service as many as 16 people (38.1%).

Table 1. Respondent Characteristics

| Respondent Characteristics | | Frequency | Percentage (%) |
|----------------------------|---------------------|-----------|----------------|
| Gender | Male | 20 | 47.6% |
| | Women | 22 | 52.4% |
| Employment Status | Permanent Employees | 42 | 100% |
| Marriage Status | Marry | 42 | 100% |
| Age | < 30 years | 10 | 23.8% |
| | 31-39 years old | 12 | 28.6% |
| | 40-49 years old | 14 | 33.3% |
| | >50 years | 6 | 14.3% |

| | | | |
|-------------------|--------------------------|----|-------|
| Last Education | High School / Equivalent | 7 | 16.7% |
| | Diploma | 7 | 16.7% |
| | S1 | 23 | 54.8% |
| | Postgraduate | 5 | 11.9% |
| Length of Service | 2-5 years | 10 | 23.8% |
| | 6-10 years | 8 | 19.0% |
| | 11-15 years | 8 | 19.0% |
| | >15 years | 16 | 38.1% |

Source: Primary data processed 2023

The results of validity testing (Table 2.) show the r-count of individual characteristics (0.505 to 0.777), work ethic (0.524 to 0.715), organizational commitment (0.592 to 0.807), and performance (0.583 to 0.750). All variable items in this study show results greater than the r-table value of 0.2573 (2 tail; $n=42-2$; $\alpha=0.05/5\%$) so that all items are declared valid. *Cronbach's Alpha* value of individual characteristics (0.880), work ethic (0.856), organizational commitment (0.905), and performance (0.887) > 0.70 so that the instruments in this study are said to be reliable.

Table 2: Validity and Reliability Test

| KI | | EK | | KO | | K | |
|-------------------------|-------|------|-------|------|-------|-----|-------|
| KI.1 | 0.660 | EK.1 | 0.543 | KO.1 | 0.709 | K.1 | 0.608 |
| KI.2 | 0.625 | EK.2 | 0.524 | KO.2 | 0.614 | K.2 | 0.624 |
| KI.3 | 0.710 | EK.3 | 0.715 | KO.3 | 0.642 | K.3 | 0.636 |
| KI.4 | 0.605 | EK.4 | 0.545 | KO.4 | 0.677 | K.4 | 0.717 |
| KI.5 | 0.521 | EK.5 | 0.688 | KO.5 | 0.770 | K.5 | 0.716 |
| KI.6 | 0.777 | EK.6 | 0.697 | KO.6 | 0.807 | K.6 | 0.750 |
| KI.7 | 0.505 | EK.7 | 0.532 | KO.7 | 0.684 | K.7 | 0.645 |
| KI.8 | 0.559 | EK.8 | 0.565 | KO.8 | 0.621 | K.8 | 0.583 |
| KI.9 | 0.545 | | | KO.9 | 0.592 | | |
| KI.10 | 0.560 | | | | | | |
| <i>Cronbach's Alpha</i> | 0,880 | | 0,856 | | 0,905 | | 0,887 |

KI=Individual Characteristics EK=Work Ethic; KO=Organizational Commitment; K=Performance. Source: Primary data processed 2023

The results of the classical assumption test (Table 3) show that there is no heteroscedasticity (*Glejser test*, $p>0.05$) in the regression model, and the normality test (*Kolmogorov-Sminov test*,

Asymp. Sig. > 0.05) shows that the data is normally distributed. Multicollinearity does not occur in the regression model with tolerance > 0.10 and VIF < 10.

Table 3. Classical Assumption Test

| <i>Independent</i> | <i>Dependent</i> | <i>Multicollinearity</i> | | <i>Glejser Test</i> | <i>Kolmogorov-Smirnov Test</i> |
|--------------------|------------------|--------------------------|------------|---------------------|--------------------------------|
| | | <i>Tolerance</i> | <i>VIF</i> | <i>Sig.</i> | <i>Asymp.sig</i> |
| <i>KI</i> | <i>KO</i> | 0.962 | 1.040 | 0.478 | 0.521 |
| <i>EK</i> | | 0.962 | 1.040 | 0.100 | |
| <i>KI</i> | <i>K</i> | 0.949 | 1.053 | 0.772 | 0.814 |
| <i>EK</i> | | 0.897 | 1.115 | 0.163 | |
| <i>KO</i> | | 0.908 | 1.102 | 0.457 | |

KI=Individual Characteristics; EK=Work Ethic; KO=Organizational Commitment; K=Performance. Source: Primary data processed 2023

The first regression results in Table 4. with testing H1 obtained the t value of individual characteristics (0.874) with p 0.388/2 = 194 > 0.05, meaning that H1 is rejected, while H2 t value of work ethic (2.053) with p 0.047/2 = 0.023 < 0.05, meaning H2 is accepted. In the second regression test, the t value of individual characteristics (0.817) with p 0.419/2 = 0.2095 > 0.05 means H3 is rejected; work ethic (1.205) with p 0.236/2 = 0.118 > 0.05 means H4 is rejected; organizational commitment (9.209) with p 0.000/2 = 0.000 < 0.05 means H2 is accepted.

Table 4. Hypothesis Test

| <i>Independent</i> | <i>Dependent</i> | <i>Unst. Coef.</i> | | <i>Stand. Coeff</i> | <i>t</i> | <i>Sig.</i> | <i>Adj. R Square</i> |
|--------------------|------------------|--------------------|-------------------|---------------------|----------|-------------|----------------------|
| | | <i>B</i> | <i>Std. Error</i> | <i>Beta</i> | | | |
| <i>KI</i> | <i>KO</i> | 0.123 | 0.142 | 0.133 | 0.874 | 0.388 | 0.087 |
| <i>EK</i> | | 0.294 | 0.143 | 0.312 | 2.053 | 0.047 | |
| <i>KI</i> | <i>K</i> | 0.072 | 0.088 | 0.070 | 0.817 | 0.419 | 0.715 |
| <i>EK</i> | | 0.110 | 0.091 | 0.106 | 1.205 | 0.236 | |
| <i>KO</i> | | 0.744 | 0.081 | 0.806 | 9.209 | 0.000 | |

KI=Individual Characteristics; EK=Work Ethic; KO=Organizational Commitment; K=Performance. Source: Primary data processed 2023

The effect of individual characteristics and work ethic on organizational commitment has an *adjusted R square* of 0.087 (8.7%) the remaining 91.3% is the contribution of other variables

not used in this study. The effect of individual characteristics, work ethic, and organizational commitment on performance has an *adjusted R square* of 0.715 (71.5%) the remaining 28.5% is the contribution of other variables not used in this study.

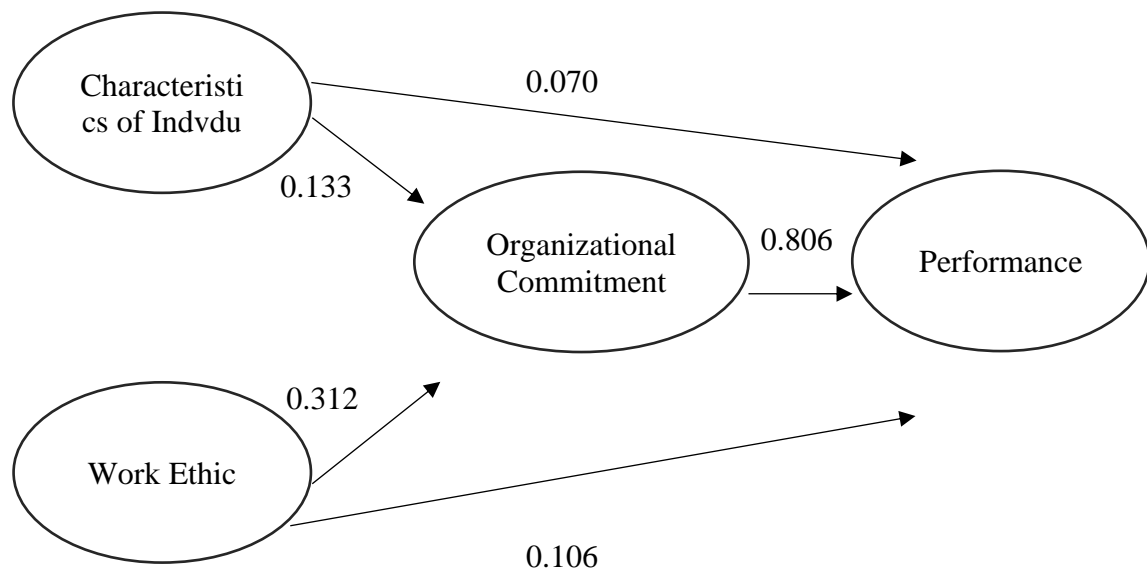


Figure 1. Research Model

Testing the mediation model 1 (Figure 2) shows that the sobel test value (0.864) has a *one-tailed probability* value of $0.192 > 0.05$, which means that organizational commitment is unable to mediate individual characteristics on performance.

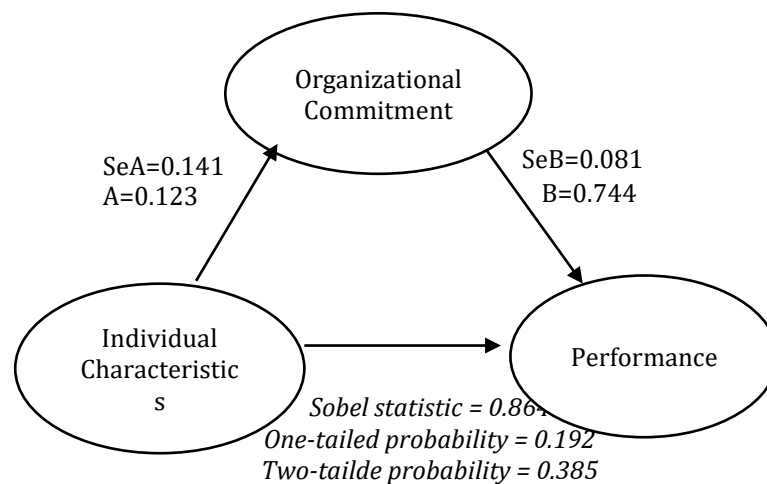


Figure 2. Mediation Model 1

Testing mediation model 2 (Figure 3) shows the sobel test value (2.001) has a *one-tailed probability* value of $0.022 > 0.05$, which means that work ethic mediates the effect of work ethic on performance.

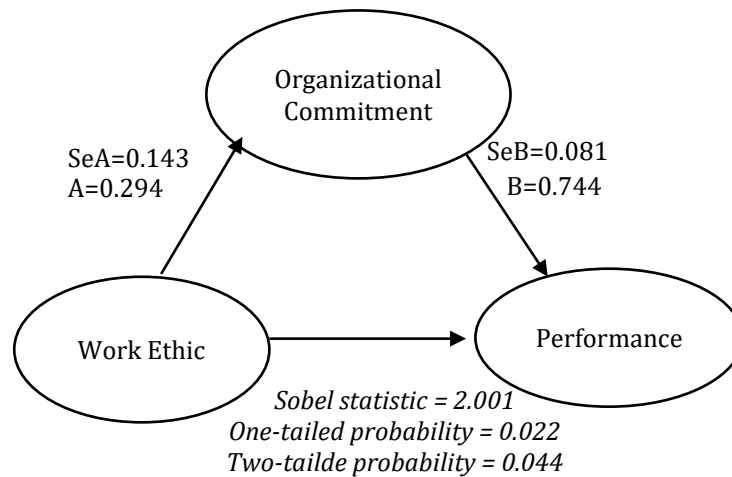


Figure 3. Mediation Model 2

Discussion

The Effect of Individual Characteristics on Organizational Commitment

Based on the results of the hypothesis test analysis conducted using IBM SPSS, it shows that the Individual Characteristics variable has a positive but insignificant effect on Organizational Commitment. These results are evidenced by the regression results with a sig value of $0.388 > 0.05$. This value indicates that the hypothesis is rejected. So that these results do not support research conducted by Mahardika et al (2019) shows that individual characteristics have a positive and significant effect on organizational commitment. Research conducted by Kurniawan & Sarwono (2021) shows positive and significant results, Ningrati & Sumartik (2023) in their research stated that there were significant results between individual characteristics on organizational commitment, and Marvin & Gurusinga (2022) the results showed that there was a positive and significant effect on organizational commitment.

The Effect of Monkey Ethos on Organizational Commitment

Based on the results of the hypothesis test analysis conducted using IBM SPSS, it shows that the Work Ethic variable has a positive and significant effect on Organizational Commitment. Evident from the regression results with a sig value of $0.047 < 0.05$. This value indicates that the hypothesis is accepted. This means that work ethic is a set of positive behaviors rooted in fundamental beliefs that are accompanied by total commitment to an integral work paradigm. So that the findings in this study support research conducted by Prasada et al (2020) which shows that work ethic has a positive and significant effect on organizational commitment. Research conducted by Agus & Ana (2021) the results showed that there was a positive and significant effect on organizational commitment.

Effect of Individual Characteristics on Performance

The results of the hypothesis test analysis conducted using IBM SPSS show that the Individual Characteristics variable has a significant positive but insignificant effect on Performance. Evident from the regression results with a sig value of $0.419 > 0.05$. This value indicates that the hypothesis is rejected. This proves that the characteristics of each employee are so diverse that the organization cannot make differences from the characteristics of each individual employee an advantage in the organization. When the organization cannot accommodate the characteristics of each employee, cooperation between employees is established, so that this can affect the performance of each employee. So this research is not in line with research conducted by Widodo (2022) shows that individual characteristics have a positive and significant effect on organizational commitment.

Effect of Work Ethic on Performance

Based on the results of hypothesis testing analysis conducted using IBM SPSS, it shows that the Work Ethic variable has a positive but insignificant effect on Performance. Evident from the regression results with a sig value of $0.236 > 0.05$. This value indicates that the hypothesis is rejected. These results indicate that work ethic indicators such as work as a central life interest, moral attitude towards work, and intrinsic work motivation that refers to individuals cannot improve employee work performance. Employee work ethic has not been able to improve employee performance so that leaders need to be careful to pay attention and look for other alternatives such as increasing job satisfaction. So that the results in this study reject the findings of previous research which states that work ethic and performance have a positive and significant effect (Sritati & Mashur, 2020).

Effect of Organizational Commitment on Performance

The results of the hypothesis test analysis conducted using IBM SPSS show that the Organizational Commitment variable has a significant positive effect on Performance. Evident from the regression results with a sig value of $0.000 < 0.05$. This value indicates that the hypothesis is accepted. This proves that employees with high organizational commitment can carry out the assigned tasks well. This makes employees work with totality which makes work performance maximized. With organizational commitment in the form of strong beliefs, beliefs, and acceptance of high organizational goals and values, it will have a good impact on the organization in the form of better work performance due to employees' awareness of the goals of the organization. Devi & Rumawas, (2017) and Setiawan et al (2021) which states that with high organizational commitment employees will always improve their performance.

The Effect of Individual Characteristics on Kinera through Organizational Commitment as an intervening variable.

The results obtained in the intervening test of Individual Characteristics on Performance through Organizational Commitment as an intervening variable. From the results of the calculation of the sobel test above, it gets a one tailed probability value of 0.192 with a significant level of 5% from these results it can be concluded that $0.192 > 0.05$ so it can be said that Organizational Commitment is not able to mediate Individual Characteristics on Performance with a partial mediation effect. The results of this analysis mean that the higher

the organizational commitment, the higher the employee performance, but the relationship is not significant. This is in line with research conducted by Dwijayanthi et al (2021) that individual characteristics do not directly affect employee performance.

The Effect of Work Ethic on Performance through Organizational Commitment as an Intervening Variable

The results of the calculation of the sobel test for the intervening test of Work Ethic on Performance through Organizational Commitment as an intervening variable above show a one tailed probability value of 0.0224 with a significant level of 5% from these results it can be concluded that $0.0224 < 0.05$ so it can be said that Organizational Commitment is able to mediate Work Ethic on Performance with a partial mediation effect. There is a mediating role of organizational commitment between work ethic and employee performance, this is in line with research conducted by Kristanto et al (2021) and Putri et al (2022) which states that work ethic has a significant relationship with organizational commitment, where organizational commitment has a significant effect on improving employee performance.

Conclusion

Based on the results of data analysis from research that has been conducted on employees of the Civil Service Agency and Human Resources Development of Bantul Regency, several conclusions can be drawn, namely Individual Characteristics have a positive but insignificant effect on employee Organizational Commitment, Work Ethic has a positive and significant effect on employee Organizational Commitment, Individual Characteristics have a positive but insignificant effect on employee performance, Work Ethic has a positive but insignificant effect on employee performance, Organizational Commitment cannot act as a mediating variable between Individual Characteristics and Performance, Organizational Commitment can act as a mediating variable between Work Ethic and Performance. This shows that work ethic has a positive effect on organizational commitment and indirectly also affects performance. Researchers realize that this research still has many shortcomings due to many limitations. It is hoped that further research will be able to explore more information related to the organization to be studied and is expected to use a larger sample and should be able to expand the research sample and add new indicators and independent variables to find out broadly whether there is an influence from other variables on performance and organizational commitment.

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