



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

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ABSTRACT

The purpose of this study was to determine the effect of individual characteristics and work ethic on performance with organizational commitment as a mediating variable. This research is a quantitative study using saturated samples whose population of BPKPSDM Bantul Regency is 55 employees. The results of the study Individual Characteristics have a positive but insignificant effect on Organizational Commitment, Work Ethic has a significant positive effect on Organizational Commitment, Individual Characteristics have a positive but insignificant effect on Performance, Work Ethic has a positive but insignificant effect on Performance, Organizational Commitment cannot act as a mediating variable between Individual Characteristics on Performance, Organizational Commitment can act as a mediating variable between Work Ethic on Performance.

INTRODUCTION

Technological developments, changes in the work environment that are increasingly competitive and dynamic, and various other changes cause an organization to improve itself. Organizations are required to have superior human resources, which are able to make their best contribution to organizational performance. Although encouraged by facilities and infrastructure, human resources as the determinant of success in the organization which is sourced from individual abilities (Panjaitan, 2017).

Performance as the result of individual achievements to perform their duties based on proficiency, skill and sincerity in setting time (Hasibuan, 2017). Performance as a manifestation or appearance in carrying out work. Without a high performance, it will cause the activities and work completed to be less good. Conversely, if a person's performance is higher, the productivity of the organization increases. The performance of individuals and groups of employees in an organization is important in achieving goals. Organizations must understand the causes of optimal performance. Improving employee performance is one of the factors influenced by individual characteristics (Ilhami dkk 2020). As a determinant of the quality of performance in the organization, employees have characteristics that are not the same among employees (Hanafi,

2016). Special characteristics or qualities of employees that cause these employees to develop different skills than other employees in order to maintain and improve performance (Sari & Ali, 2022). In addition, in his research Adamy dkk (2018) Individual characteristics are psychological traits, morals or character traits that characterize individuals.

Based on research conducted Widodo (2022), Nainggolan dkk (2021) dan Ilhami dkk (2020) in his research said there was a significant positive bond between individual characteristics on performance. Meanwhile, different results are shown in research Riyadi, (2019) dan Sumantri dkk (2017) Individual characteristics have an insignificant effect on performance. Organizations want employees to have high performance, as does BKPSDM Bantul. BKPSDM is a government regulation in the field of staffing and human resource development in Bantul Regency, Yogyakarta Province. Its main task is to encourage the regent in government affairs in the field of staffing and human resource development to become regional authority and district assistance tasks. It is hoped that HR will have high performance in all divisions so as to improve employee performance and optimal service to the community.

LITERATURE REVIEW

Individual Characteristics

Individual characteristics as special traits of employees who have different abilities from others in fighting for and improving their performance (Sari & Ali, 2022). Individual characteristics as a characteristic, character of a person who distinguishes from other people (Adamy dkk, 2018). HR is important because it channels energy, talent, creativity, and effort to the organization to achieve goals. so that the organization of the organization can be achieved (Sari & Ali, 2022). Farrukh et al (2020) suggests that individuals who People with these five personality traits may be able to build good professional relationships, achieve goals, get promotions, perform better, and more.

Work Ethic

Ethics as behavior, action, character, and belief in something (Nurhasanah & Jufruzen 2022). Work ethic is a set of positive and quality work actions, characterized by a strong level of perceptions and beliefs about the holistic work paradigm (Nurhasanah & Jufruzen 2022). Three parameters to determine whether the work ethic or work enthusiasm of employees in an organization is in high or low condition (Masih, 2017).

Organizational Commitment

Organizational commitment as a state of employees in the organization with the aim of maintaining ownership in the organization (Devi & Rumawas, 2017). Commitment is one of the guarantees to maintain organizational sustainability (Devi & Rumawas, 2017). According to Allen & Meyer (1990) organizational commitment has three components, namely affective work commitment, continuous work commitment, and normative work commitment.

Performance

Performance as a result of work that a person has achieved from work activities (Pontoh dkk 2022). Information about the level of work performance of an employee cannot be obtained just like that, but must go through a long process, namely the employee performance evaluation process, namely performance appraisal (Pontoh dkk 2022). The indicators of employee performance according to Sidanti, (2015) Number of jobs, quality of work, punctuality, attendance, and collaboration skills.

Individual characteristics as employee characteristics that can differentiate from other employees ((Sari & Ali, 2022).In addition, Adamy dkk (2018) emphasize 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 (Marvin & Gurusinga, 2022).. The results of research conducted by Kurniawan & Sarwono (2021), Ningrati & Sumartik (2023), Marvin & Gurusinga (2022) show that individual characteristics have a significant effect on organizational commitment. Then H1: Individual Characteristics have a significant positive effect on Organizational Commitment

Based on research from Pratana & Abadi (2018) work ethic as a set of positive behaviors rooted in fundamental beliefs that are Along with a complete commitment to the overall work model. A good work ethic has a positive impact on creating commitment to one's organization in doing work. This is supported in the research of Prasada dkk (2020), Agus & Ana (2021) work ethic has a significant effect on organizational commitment. Then H2: Work Ethic has a significant positive effect on Organizational Commitment.

HR as energy, talent, creativity, and effort in achieving organizational goals. The characteristics of employees are very diverse, each organization can certainly choose an employee who has good criteria and characteristics in accordance with what the organization wants in order to support employee performance, so that the organization can make the different characteristics of each individual employee an advantage in the organization. Nainggolan dkk (2021), Ilhami dkk (2020), Adamy dkk (2018), and Hidayah, (2018) state that individual characteristics significantly affect employee performance. Then H3: Individual characteristics have a significant positive effect on employee performance.

A good work ethic in an organization can improve employees in the way they work. Work ethic as feelings, talks, and actions of humans who work in the company, so it can be said that everything in the organization including the way of thinking, behaving and acting 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). The results of research by Farida dkk (2021) and Marfuah dkk (2022) work ethic significantly affect employee performance. Then H4: Work Ethic has a significant positive effect on Employee Performance.

Organizational commitment is the loyalty and willingness of employees to work for the organization in carrying out their activities. So that employees with high organizational commitment are very important in carrying out their duties, so that the assigned tasks can be completed properly. This allows employees to fully concentrate on their work resulting in more optimal work performance. 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 strong belief, trust, and acceptance of goals with organizational values can have an impact on improving performance. Research by Devi & Rumawas (2017) organizational commitment has a significant effect on employee performance. Then H5: Organizational commitment has a significant positive effect on employee performance.

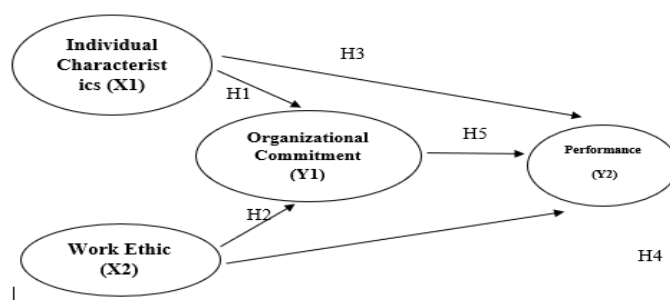


Figure 1 Research framework

METHODS

The research was conducted at BKPSDM Bantul, Yogyakarta with a population of 55 employees. The sample size was 42 people taken by census and the remaining 13 questionnaires were not returned. Data collection using a questionnaire provided by the information section. This researcher used a Likert scale instrument (1-5) from disagreement to agreement. The data analysis method in this study is multiple linear regression which is processed using SPSS 21 and the sobel test.

RESULTS

The characteristics of respondents (Table 1) consisted of 20 (47.6%) men and 22 (52.4%) women. Permanent employment status as many as 42 people (100%), all employees are mostly married as many as 42 people (100%). Employees are predominantly aged 41-49 years as many as 14 people (33.3%), the majority have a 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		Frekuensi	Presentase (%)
Gender	Male	20	47.6%
	Female	22	52.4%
Employment Status	Permanent Employee	42	100%
Marital Status	Married	42	100%
Age (years)	< 30	10	23.8%
	31-39	12	28.6%
	40-49	14	33.3%
	>50	6	14.3%
Last Education	High School / Equivalen	7	16.7%
	Diploma	7	16.7%
	S1	23	54.8%
	Postgraduate	5	11.9%
Length of Service (Years)	2-5	10	23.8%
	6-10	8	19.0%
	11-15	8	19.0%
	>15	16	38.1%

Source: Primary data processed 2023

The validity results (Table 2.) r-count of individual characteristics (0.505 to 0.777), work ethic (0.524 to 0.715), organizational commitment (0.592 to 0.807), performance (0.583 to 0.750) then > r-table 0.2573 (2 tail; n=42-2; $\alpha=0.05/5\%$) is said to be valid. Cronbach's Alpha value of individual characteristics (0.880), work ethic (0.856), organizational commitment (0.905), and performance (0.887) > 0.70 is reliable.

Table 2. Validity and Reliability Tests

	KI		EK		KO		K
KIN_1	0.660	EK_1	0.543	KO_1	0.709	K_1	0.608
KIN_2	0.625	EK_2	0.524	KO_2	0.614	K_2	0.624
KIN_3	0.710	EK_3	0.715	KO_3	0.642	K_3	0.636
KIN_4	0.605	EK_4	0.545	KO_4	0.677	K_4	0.717
KIN_5	0.521	EK_5	0.688	KO_5	0.770	K_5	0.716
KIN_6	0.777	EK_6	0.697	KO_6	0.807	K_6	0.750
KIN_7	0.505	EK_7	0.532	KO_7	0.684	K_7	0.645
KIN_8	0.559	EK_8	0.565	KO_8	0.621	K_8	0.583
KIN_9	0.545			KO_9	0.592		
KIN_10	0.560						
<i>Cronbach's Alpha</i>	0,880		0,856		0,905		0,887

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

Classical assumption test (Table 3) showed no heteroscedasticity (Glejser test, $p > 0.05$), and the normality test (Kolmogorov-Smirnov test, Asymp. Sig. > 0.05) showed that the data were normally distributed. Multicollinearity does not occur with tolerance > 0.10 and VIF < 10 .

Table 3. Classical Assumption Test

Indp	Dep	Multicollinearity		Glejser Test	Kolmogorov-Smirnov Test
		Tolerance	VIF	Sig.	Asymp.sig
KI	KO	0.962	1.040	0.478	0.521
EK		0.962	1.040	0.100	
KI	K	0.949	1.053	0.772	0.814
EK		0.897	1.115	0.163	
KO		0.908	1.102	0.457	

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

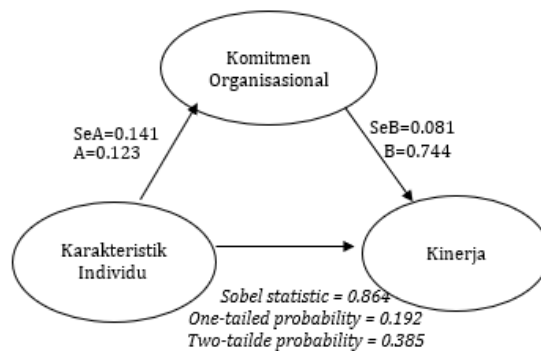
H1 obtained the t value of individual characteristics (0.874) with $p = 0.388/2 = 0.194 > 0.05$ means H1 is rejected, H2 work ethic t value (2.053) with $p = 0.047/2 = 0.023 < 0.05$ means H2 is accepted. H3 the t value of individual characteristics (0.817) with $p = 0.419/2 = 0.2095 > 0.05$ means H3 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 H5 is accepted.

Table 4. Hypothesis Test

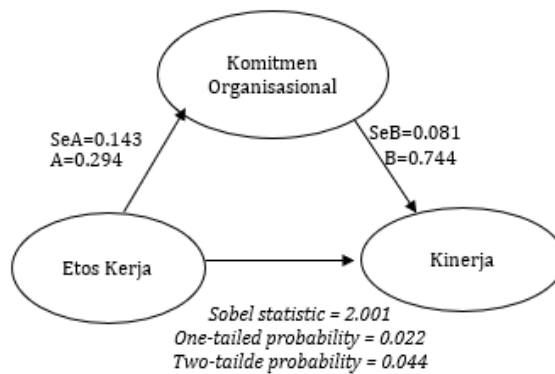
Independent	Dependent	Unst. Coef.		Stand. Coeff	t	Sig.	Adj. R Square
		B	Std. Error	Beta			
KI	KO	0.123	0.142	0.133	0.874	0.388	0.087
EK		0.294	0.143	0.312	2.053	0.047	
KI	K	0.072	0.088	0.070	0.817	0.419	0.715
EK		0.110	0.091	0.106	1.205	0.236	
KO		0.744	0.081	0.806	9.209	0.000	

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

Mediation model 1 (Figure 2) shows the sobel test value (0.864) and one-tailed probability 0.192>0.05, so it is unable to mediate. Testing mediation model 2 (Figure 3) shows the sobel test (2.001) and one-tailed probability 0.022>0.05, so it can mediate.



Gambar 2. Model Mediasi 1



Gambar 3. Model Mediasi 2

DISCUSSION

Effect of Individual Characteristics on Organizational Commitment

Based on H1 Individual Characteristics have a positive but insignificant effect on Organizational Commitment. Has a sig value of 0.388> 0.05 or rejected. So that these results do not support Mahardika dkk (2019), Kurniawan & Sarwono (2021), Marvin & Gurusinga (2022), Ningrati & Sumartik (2023) where individual characteristics have a significant positive effect on organizational commitment. Individuals with low Openness to Experience characters have a conventional and comfortable impact on things that cause anxiety if given new challenges. Low Conscientiousness is less responsible, rushed, disorganized and less reliable in doing a job. Employees with low Extroversion will be shy, aloof, timid and reserved. Low Agreeableness personality individuals do not easily agree with others, are oppositional, cold and unfriendly. High Neuroticism employees are easily nervous, depressed, not confident and easily change their minds. This means that individual characteristics do not affect organizational commitment, on the contrary, if they are good, they can affect organizational commitment.

Effect of Work Ethic on Organizational Commitment

Based on H2 Work Ethic has a significant positive effect on Organizational Commitment. Has sig 0.047 <0.05 or accepted. This means that work ethic as a unit of positive action on fundamental beliefs that are accompanied by commitment to integral work paradigima. In addition, it will have or practice the values of honesty, openness, consistent loyalty in making decisions, good cooperation, discipline and responsibility for things. According to Prasada dkk (2020), Agus & Ana (2021) work ethic has a significant positive effect on organizational commitment.

Effect of Individual Characteristics on Performance

H3 Individual Characteristics have a significant positive but insignificant effect on performance. Has a sig value of $0.419 > 0.05$ or 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. According to Widodo (2022) individual characteristics have a significant positive effect on performance.

Effect of Work Ethic on Performance

Based on H4 Work Ethic has a positive but insignificant effect on performance. Has sig $0.236 > 0.05$ or rejected. The results of work ethic indicators such as Work as a central interest in life, ethical attitude towards work and intrinsic work motivation that refers to individuals cannot improve employee work performance. Employee morale fails to improve employee performance, so managers need to be careful and look for other alternatives such as: B. Increase in job satisfaction. Therefore, the results of this study refute previous findings on work ethics and performance have a significant positive effect (Sritati & Mashur, 2020).

Effect of Organizational Commitment on Performance

H5 Organizational Commitment has a significant positive effect on performance. Has a sig of $0.000 < 0.05$ or accepted. So employees with high organizational commitment carry out the assigned tasks well. This has an impact on performance with maximum achievement. With trust, constancy, and acceptance can create organizational value with integrity to produce quality performance. Research by Devi & Rumawas, (2017) and Setiawan dkk (2021) high organizational commitment employees will always improve their performance.

The effect of individual characteristics on performance through organizational commitment as an intervening variable.

H6 Individual Characteristics on Performance through Organizational Commitment as an intervening variable. Has a one tailed probability of 0.192 and sig 5% which is concluded $0.192 > 0.05$ Organizational Commitment is not able to mediate Individual Characteristics on Performance in partial mediation effect. The results of this analysis mean 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

H7 Sobel test calculation of the intervening test of Work Ethic on Performance through Organizational Commitment as an intervening variable. Has a one tailed probability value of 0.0224 and sig 5%, it is concluded that $0.0224 < 0.05$ if Organizational commitment can translate ethics into 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) that Professional ethics has a significant impact on organizational commitment, and organizational commitment has a significant impact on employee performance levels.

CONCLUSION

Research on employees of the Bantul Human Resources Staffing and Development Agency, it is concluded that Individual Characteristics have a positive but insignificant effect on

Organizational Commitment, Work Ethic has a significant positive effect on 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 has a significant positive effect on employee performance, Organizational Commitment cannot act as a mediating variable between Individual Characteristics on Performance, Organizational Commitment can act as a mediating variable between Work Ethic on Performance. This work ethic has a positive effect on organizational commitment and indirectly also affects performance. Future researchers can add organizational information and more samples or add other variables to improve performance and organizational commitment.

LIMITATION

A limitation of this study is that data collection was done using only questionnaires rather than interviews, so the questionnaire method has some weaknesses in terms of the quality of information provided. These weaknesses include respondents' responses may not be honest, the possibility that respondents do not understand the question items asked. In addition, the study used a sample of 43 out of a total of 55 employees, because some employees were reluctant to fill out the questionnaire or it was not possible to ask the leadership to fill out the questionnaire. Suggestions for companies can improve performance and commitment that is still low which has been discussed in the discussion. Further research can add other variables and increase the sample size.

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