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The Mediating Role of Organizational Commitment on Leadership Behavior and Employee Performance

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Abstract:

Employee contributions through performance in an organization will determine the success of the organization. Employee performance will be significant if managed properly and effectively. This study aims to explain the mediating role of organizational commitment on leadership behavior and employee performance. The sample used in this study were 70 Stikom Bali employees with total sampling technique (saturated sample) because of small size population. The data obtained were analyzed by descriptive analysis and PLS. The results of the study found that leadership behavior had a positive and significant impact on employee performance. Leadership behavior is found to have a positive and significant impact on organizational commitment. Organizational commitment was also found to have a positive and significant impact on employee performance. Furthermore, organizational commitment is able to mediate partially on the leadership behavior and employee performance. Organizational commitment has a dominant influence on employee performance, where the management of Stikom Bali needs to increase employee participation to be involved in every organizational problem solving and make them feel fully part of the organization.

Keywords: Leadership behavior, organizational commitment, employee performance

Introduction

Performance is very important in determining the success of an organization. Poor performance reflects managers in organizations unable to manage their employees well. The issue regarding the influence of leadership on employee performance was found in Stikom Bali. Based on the results of the pre-research through interviews, it was shown that the leadership behavior of Stikom Bali was not optimal in carrying out the supervision process on the performance of Stikom Bali employees. The results of interviews with employees of the Stikom Bali found that the management paid little attention to the complaints and obstacles faced by all employees in carrying out their duties. The issue that occurs in this educational institution is crucial and must be considered, because in its development as one of the educational institutions that prioritizes technological progress as the basis of learning, Stikom Bali also needs to pay attention to employee performance. The issue that developed in Stikom Bali shows the influence of leadership behavior on employee performance in terms of achieving the tasks given by the management of Stikom Bali. This can affect the increase or decrease in employee productivity in the success of the goals of the organization itself. Stikom Bali was chosen to be the location of the study because of the growing issues that showed a decline in the performance of employees of Stikom Bali. In an organizational perspective, performance refers to the goods or services provided as a result of the realization of tasks given to employees in accordance with organizational goals (Kalkavan and Katrinli, 2014). Performance is defined as the realization of tasks given to employees based on their personal qualifications within reasonable limits (Kalkavan and Katrinli, 2014). Performance is represented by the level of achievement of a task or work and the fulfillment of organizational rules, expectations, or requests as the role of the organization (Yeh and Hong, 2012). Relatively there are several approaches that have been made to clarify the concept of performance as something achieved by an organization, in doing things and doing it well (Rageb et al., 2013). According to Sedarmayanti (2011) performance is the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and can be measured (compared to predetermined standards).

Achieving good employee performance is relatively difficult because good performance can only be created if the variables that influence it are like; organizational commitment and leadership can be well adopted and accepted by all employees in an institution. The conceptualization of a performance has undergone development in recent years and includes important parts of performance. Stikom Bali employee performance that can be seen from the activities in each division that prioritizes quality, effectiveness, and timeliness in carrying out the tasks assigned by the leadership. This is an important contribution to the goals of an organization that can be measured by looking at the results of the employee's performance.

In carrying out its duties, Stikom Bali employees carry out stages in the form of problem identification, completion and verification involving all employees within their respective divisions. The input given by this agency is in the form of

developing employees who are organizationally responsible for the tasks assigned, such as improving quality, as well as the quantity and contribution in an assignment. The variables that affect employee performance in this writing include organizational commitment and leadership behavior. The commitment of an employee in an organization is able to show a higher level for employees to participate in the process of achieving the goals of an organization (Thamrin, 2012).

Based on the duties and responsibilities of the employees of Stikom Bali, organizational commitment is also influenced by leadership behavior. Leadership behavior also has a positive influence on employee performance (Thamrin, 2012). Leadership behavior is the most important thing in influencing organizational commitment and employee performance at Stikom Bali. The leadership behavior of the Chairperson of Stikom Bali in looking at the needs and status of employees is a matter that greatly influences employee performance and enables organizational commitment to be able to mediate the influence of leadership behavior from the Chairperson of Stikom Bali on employee performance. So that leadership behavior based on the description above can be used as the most influential variable on other variables.

The results of the number of studies indicate that leadership is needed to improve competitiveness in a sustainable manner. Leadership is a process where a person can become a leader through continuous activities so that he can influence the followers in order to achieve organizational goals. An important factor that can determine employee performance and the ability of an organization to adapt to changes in the environment according to Yeh and Hong (2012) is leadership. Leadership behavior basically are a process in influencing a person or group activities to achieve goals in conditions. Leaders develop and direct the potential and abilities of subordinates to achieve even beyond organizational goals (Dvir et al., 2002).

A leader has a very important role in creating and facilitating the existing environment as a support to show the role of the organization, so that leadership behavior itself becomes the most critical thing to influence employee behavior in organizational commitment. Leadership behavior is a critical factor that can influence organizational commitment (Yiing and Ahmad, 2009). Leadership behavior will influence organizational commitment and also, organizational commitment will affect performance and mediate the relationship between leadership behavior and performance (Yiing and Ahmad, 2009). Referring to the facts that occurred in Stikom Bali, this study intends to examine the effect of leadership behavioral behavior on performance and the effect of the mediating effect of organizational commitment on the performance of Stikom Bali employees.

2. Literature Review

2.1. Employee Performance

Mathis and Jackson (2006) define performance assessment as a process of evaluating how well employees perform their work compared to a set of standards and then communicate that information to employees. Performance is a result of work achieved by a person or group of people based on the tasks given to him according to the criteria set. The performance of a company is the total performance of a system. Each employee is required to have competencies, namely the ability or ability to carry out tasks or work that is the responsibility or entrusted. Every implementation of a task or job there is an activity to process or change the input into an output that has added value as a product or work result. In general, employee performance for most jobs includes elements as the quantity, quality, timeliness, attendance and ability to work together. Performance is the result of one's performance, a management process or an organization as a whole, where the results of the work must be shown concretely and regularly. It can also be interpreted by the maximum effort of each employee to achieve the goals and targets set by the company (Sedarmayanti, 2011). Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or targets or criteria that have been determined in advance and have been agreed upon (Rivai, 2009). Employee performance is a very important thing in the company's efforts to achieve its goals. Employee performance measurement adopts indicators developed by Rivai (2009) are: work performance, responsibility, obedience, honesty, initiative.

2.2. Organizational Commitment

Organizational commitment is a feeling of trust that connects feelings of organizational values and goals with individual and objective values. Organizational commitment is an expression of loyalty to an organization, as stated by Yeh and Hong (2012). Colquitt et al. (2009) state that organizational commitment affects whether an employee remains a member of the organization or leaves the organization to pursue another job. Employees leaving the organization can be forced or voluntary. Organizational commitment indicates that organizational goals are the same or identical goals with organizational goals and also stimulate productivity and employee loyalty (Chen and Aryee, 2007). Chen and Hong (2005) comment that if members of an organization are able to trust and are able to adopt organizational values, those people will be able to work hard to achieve organizational goals and have more organizational commitment. High organizational commitment will provide many benefits for the company such as the hard desire of loyal members in carrying out and completing their tasks. Jiang and Huang (2002) states that high organizational commitment will bring benefits to the organization because it indicates that these employees have high organizational identification. Measurement of organizational commitment using indicators developed by Porter et al. (1974) are: hope, willingness, trust, discipline, appreciation.

2.3. Leadership Behavior

Leadership is an important position for someone in showing his personal character which will then affect many parties joined in it, that leadership can influence each individual or the behavior of an association to achieve organizational

goals and also employee performance (Yeh and Hong, 2012). The right leadership will be able to be accepted by its followers, and it can even be a role model for followers to move forward compared to before, this is reinforced by the statement that an appropriate leadership can make members of the organization go forward with the right direction to achieve the goals of an organization and good leaders are able to deliver and identify work direction for organizational members who follow it (Yeh and Hong, 2012) and Robbins, (2001). Good encouragement can also be used as motivation for an employee to do his job, this statement is supported by Dubrin (2005) who believes that leadership is able to motivate organizational members to complete and achieve organizational goals with confidence. Transformational leadership is able to understand needs, show organizational vision, act according to rules and delegate substantially to followers (Chi, et al., 2008), and they also know how to create a workplace that is effective and memorable for creativity and development. (Chi, et al., 2012). Siagian (2002) argues that leadership is a person's ability to influence others (subordinates) in such a way that other people want to do the will of their leaders even though they don't personally like it. Dubrin (2005) suggests that leadership is an effort to influence many people through communication to achieve goals, ways to influence people with instructions or orders, actions that cause other people to act or respond and cause positive changes, important dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved. Measurement of leadership behavior using indicators developed by Rivai (2009) are: intellectual stimulation, confidence, firmness, motivation, integrity.

The behavior of an individual in leadership will influence the performance of his followers and provide good results for an organization (Daft, 2011). Leadership behavior will inspire followers to get better performance by focusing on their values in order to achieve the goals of an organization. Satisfaction with a leadership can improve the ability of an employee by looking at a leader who can be used as a role model (Moss and Ritossa, 2007). Satisfaction with leadership is one of the factors that most influences the performance of an employee. Yiing and Achmad (2009) stated that leadership is an important factor that can influence organizational commitment and employee performance of an organization. Hamdi and Rajablu (2012) suggested the influence of leadership behavior and communication in situational commitment. Based on the description above, the following hypothesis is proposed:

- H₁: Leadership behavior have a positive and significant effect on employee performance.

An organization is formed to achieve a common goal, but to achieve these goals effectively it requires good and right management (Wibowo, 2007). Organizational commitment is a belief or belief of an employee about the values and goals of the organization, also an expectation and loyalty to the organization (Hackett et al., 2001). To increase speed and change the scale of an organization, a manager must look to increase an employee's commitment, which can be interpreted also by the benefits of competition and increase attitudes in doing work such as job satisfaction, performance, absenteeism, and the desire to leave the organization (Lok and Crawford, 2001; Yousef, 2000). Organizational commitment is defined by Luthans (2006) as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for achieving the goals of an organization. Leadership behavior can show a strong and positive relationship because it gives a strong feeling and motivational support to remain in membership in an organization (Thamrin, 2010). Affective components are expressions of feelings of an employee to be involved in an organization. Many studies reveal that organizational commitment focuses more on the affective component. Based on the description above, the following hypothesis is proposed:

- H₂: Leadership behavior have a positive and significant effect on organizational commitment.

Chungtai and Zafar (2006) have found organizational commitment to have an influence on the performance of teaching staff at universities in three major cities in Pakistan, namely Lahore, Islamabad, and Peshawar. Handoko et al. (2013) also found organizational commitment to influence employee performance on lecturers. Kalkavan and Katrinli (2014) research on company employees engaged in the insurance industry, found organizational commitment had a significant effect on employee performance. The findings of Madhuri et al. (2014) show that organizational commitment also affects employee performance. Asiedu et al. (2014) found results that organizational commitment had a significant influence on employee performance in the banking sector. Based on the empirical evidence, the following hypotheses can be proposed:

- H₃: Organizational commitment have a positive and significant effect on organizational commitment, employee performance.

Organizational commitment indicates that organizational goals are the same or identical goals with organizational goals and also stimulate productivity and employee loyalty (Chen and Aryee, 2007). Chen and Hong (2005) comment that if members of an organization are able to trust and can adopt organizational values, those people will be able to work hard to achieve organizational goals and have more organizational commitment. Organizational commitment will give a lot of benefits to the company such as the strong desire of loyal members to carry out and complete their tasks. Jiang and Huang (2002) revealed that high organizational commitment will bring benefits to the organization because it indicates that these employees have very high organizational identification. Based on the results of the study it was also found that organizational commitment is an important variable that influences employee performance (Chungtai and Zafar, 2006; Handoko et al., 2013; Kalkavan and Katrinli 2014; Madhuri et al., 2014; Asiedu et al., 2014). The results of these studies are further strengthened by the findings of Handoko et al. (2013), which also states that organizational commitment is able to mediate perfectly the influence of leadership behavior on employee performance. Thus, it is suspected that there is a mediating role by organizational commitment, so the hypothesis can be formulated as follows:

- H₄: Organizational commitment mediates the influence of leadership behavior on employee performance.

The description above can be illustrated in the research model below:

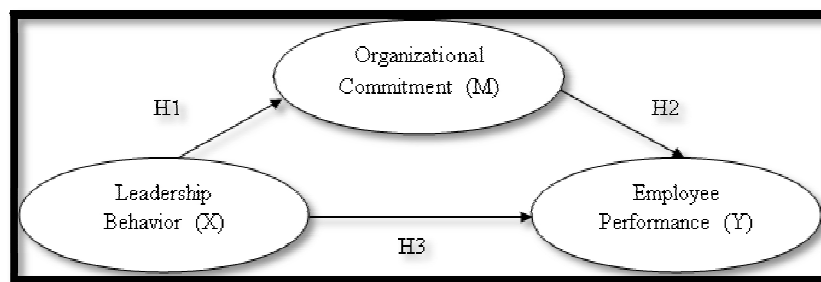


Figure 1: Research Model

3. Research Design and Methodology

The study was conducted at Indonesian college namely Stikom Bali. The population in this study are all employees of Stikom Bali who have worked for more than 1 year. The sampling procedure in this study uses total sampling (saturated sample) because of the small sized population. Questionnaires were distributed by a population of 100 respondents and those who returned were 70 questionnaires. Questionnaires were used to obtain primary quantitative data on the research variables studied. The quantitative data obtained are employee data and data from the total score of each variable, while the qualitative data is the company description and the personal interview to Stikom Bali employees. Furthermore, the data used in this study comes from primary sources and secondary sources, i.e. primary sources of research respondents who are employees of Stikom Bali, and secondary sources are from research articles related to the topics of leadership behavior, organizational commitment, and employee performance. Data were collected by sending a self-administered questionnaire. Respondents are given two weeks to answer, and after completing the questionnaire will be collected. This study uses Partial Least Square (PLS) analysis and SmartPLS 3 software.

4. Data Analysis

There are two evaluations of the fundamental models in this test, namely the outer model and inner model. The following the outer model test is presented in Table 1.

Variable	Indicator	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha
Leadership Behavior (X)	X1	0,716	0,593	0,878	0,825
	X2	0,836			
	X3	0,786			
	X4	0,876			
	X5	0,607			
Organizational Commitment (M)	M1	0,775	0,598	0,884	0,833
	M2	0,792			
	M3	0,683			
	M4	0,750			
	M5	0,899			
Employee Performance (Y)	Y1	0,733	0,608	0,881	0,830
	Y2	0,772			
	Y3	0,853			
	Y4	0,730			
	Y5	0,770			

Table 1: Outer Model Test

4.1. Convergent Validity

The convergent validity test is done by checking the output of the outer loadings of each variable indicator. Indicators are considered reliable if they have outer loadings above 0.50. The result of convergent validity test in Table 1 shows that the whole value of outer loading indicator variable has value above 0.50. Thus, it can be concluded that the indicators have met the requirements of convergent validity.

4.2. Discriminant Validity

Discriminant validity testing is done by assessing the validity of the variables of the average variance extracted (AVE). The model is said to be good if the AVE of each variable is greater than 0.50. The output results in Table 1 show that the AVE value of all variables is greater than 0.50 so it can be explained that the indicator meets the discriminant validity requirements.

4.3. Composite Reliability

The variable reliability test is measured by two criteria: composite reliability and Cronbach's alpha from the indicator block measuring the variable. The variable is considered reliable if the value of composite reliability and alpha Cronbach's above 0.70. The output results in Table 1 shows that both composite reliability and alpha Cronbach's for all variables are above 0.70. Thus, it can be explained that all variables have good reliability.

4.4. Inner Model Test

In this structural model, there are two dependent variables, namely: organizational commitment (M) and employee performance (Y). The coefficient of determination (R-square) of each dependent variable

Variable	R-square
Organizational Commitment (M)	0,552
Employee Performance(Y)	0,435

Table 2: R-Square

Based on Table 2, the model of the influence of leadership behavior on organizational commitment provides an R-square value of 0.552 which can be interpreted that the variability of organizational commitment variables can be explained by the variability of leadership behavioral variables by 55.2 percent, while 44.8 percent is explained by other variables examined. Furthermore, the model of the influence of leadership behavior and organizational commitment on employee performance provides an R-square value of 0.435 which can be interpreted that the variability of employee performance variables can be explained by the variability of leadership behavior variables and organizational commitment by 43.5 percent, while 56.5 percent is explained by other variables other than those studied. To measure how well the observed values are generated by the model and also the parameter estimation, it is necessary to calculate Q-square (Q^2) as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - 0.552) (1 - 0.435) \\
 &= 1 - (0.448) (0.565) \\
 &= 1 - 0.253 \\
 &= 0.747
 \end{aligned}$$

The calculation results obtained value of Q^2 close to 1, amounting to 0.747, so it can be concluded that the model has a good predictive relevance. Thus, it can be explained that 74.7 percent of variations in employee performance are influenced by leadership behavior and organizational commitment while 25.3 percent are influenced by other variables.

4.5. Hypothesis Test

As shown on Table 3, hypothesis test on the influence of leadership behavior on organizational commitment results in a correlation coefficient of 0.659. The value of t Statistics is 9.606 (> critical t 1.96), then the influence of leadership behavior on organizational commitment is significant. Thus, the hypothesis 1 (H1) which states that leadership behavior has a positive and significant effect on organizational commitment is accepted.

Variables Correlation	Path Coefficients	t Statistics	Descriptions
Leadership Behavior (X) → Organizational Commitment (M)	0.659	9.606	Significant
Organizational Commitment (M) → Employee Performance (Y)	0.415	2.569	Significant
Leadership Behavior (X) → Employee Performance (Y)	0.401	2.219	Significant

Table 3: Path Coefficients

Furthermore, the results in Table 3 shows that the hypothesis testing on the influence of leadership behavior on organizational commitment results a correlation coefficient of 0.415. The value of t Statistics is obtained at 2.569 (> critical t 1.96), then the influence of organizational commitment on employee performance is significant. Thus, the hypothesis 2 (H2) which states that organizational commitment has a positive and significant effect on employee performance is accepted. Table 3 also shows that hypothesis testing on the influence of leadership behavior on employee performance results in a correlation coefficient of 0.401. The value of t Statistics is 2.219 (> critical t 1.96), then the influence of leadership behavior on employee performance is significant. Thus, the hypothesis 3 (H3) which states that leadership behavior has a positive and significant effect on employee performance is accepted.

The mediating test of organizational commitment on the influence of leadership behavior on employee performance by examining the direct effect coefficient of the independent variable on the dependent variable in the model involving mediating variables. The results of the mediation test have shown that the effect of the independent variable on the mediating variable (Effect A) is significant, the effect of the mediating variable on the dependent variable (Effect B) is significant, the direct effect of the independent variable on the dependent variable (Effect C) is significant, it is said partial mediation. Thus, organizational commitment as partial mediation between the influence of leadership behavior on employee performance.

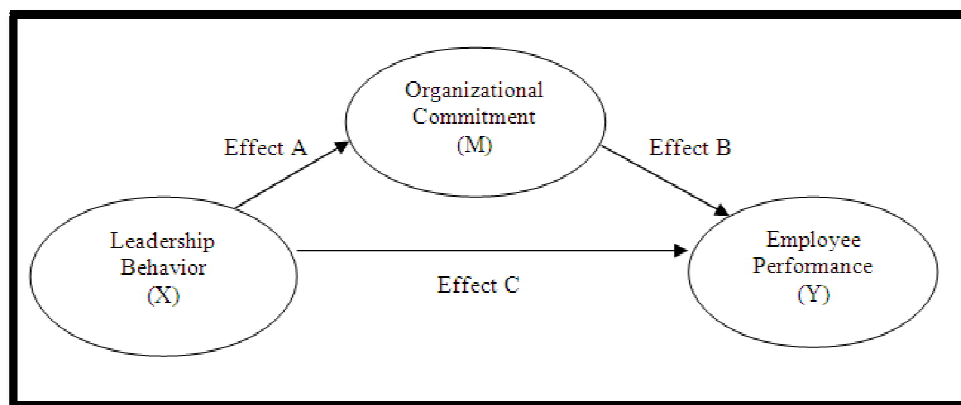


Figure 2: Mediation Test of Organizational Commitment

5. Discussion and Conclusion

The results of the analysis show that leadership behavior has a positive and significant effect on employee performance. This means that the better the leadership behavior of the head of Stikom Bali will have an impact on employees, the higher the performance of employees. This explains that the leadership behavior of the head of Stikom Bali is able to improve employee performance. The performance of employees will then be reflected through the efficiency of work time, namely they are able to complete the work according to the right time, and through efficiency, they are able to complete the task given in a timely and on target. This finding can be interpreted that if leadership behavior can be applied and well received in Stikom Bali, it will be able to make a significant contribution to improve their performance. These results are in accordance with previous studies namely Yiing and Achmad (2009), who also found that leadership behavior had a significant effect on employee performance.

The results of the analysis show that leadership behavior has a positive and significant effect on organizational commitment. This means that the better the application of leadership behavior, the higher their commitment to the organization. This explains that leadership behavior in Stikom Bali which is reflected through good leadership behavior can increase employee commitment to the organization. This finding can be interpreted that if the leadership of the Stikom Bali is able to apply leadership behavior in Stikom Bali properly, it will be able to make a significant contribution to increase their organizational commitment. These results are in accordance with several previous studies namely Hackett et al. (2001), Lok and Crawford (2001), Yousef (2000) who also found that leadership behavior had a significant effect on organizational commitment.

The results of the analysis show that organizational commitment has a positive and significant effect on employee performance. This means that the higher the commitment of employees at Stikom Bali to the organization, the higher their performance. This explains that employee commitment to Stikom Bali is reflected through high organizational commitment, namely employees become highly committed to being willing to be involved in problems faced by the organization, feeling the organization is meaningful to themselves, and feeling part of the organization, able to improve employee performance. Subsequent employee performance will be reflected through the commitment to complete the task on time and on target. This finding can be interpreted that if employees have a high organizational commitment to Stikom Bali, they will be able to make significant contributions to improve their performance. These results are in accordance with several previous studies namely Chungtai and Zafar (2006), Handoko et al. (2013), Kalkavan and Katrinli (2014), Madhuri et al. (2014), Asiedu et al. (2014) who also found that organizational commitment had a significant effect on employee performance.

The results of hypothesis testing prove that leadership behavior has a significant effect on employee performance, leadership behavior has a significant effect on organizational commitment, and organizational commitment has a significant effect on employee performance, it can be explained that organizational commitment as partial mediation between the influence of leadership behavior on employee performance. This shows that leadership behavior and organizational commitment are important factors in determining employee performance in an organization. It can be explained that organizational commitment is still able to influence employee performance with or without organizational commitment. But with a high commitment to the organization, the results of the study show a more significant impact in order to improve the performance of Bali staff.

These results support the results of the study (Chen & Aryee, 2007), which found organizational commitment indicates that organizational goals are the same or identical goals with organizational goals and also stimulate employee productivity and loyalty. This finding provides additional contribution as empirical evidence regarding organizational commitment that can be a mediator between leadership behavior and employee performance, and becomes the development of several results of previous research studies that examined the direct influence of each variable. The research included Chen and Hong (2005) Jiang & Huang, 2002 which stated that organizational commitment predictors can influence employee performance.

6. Suggestion to Researcher for Future Research

Based on the results of research and conclusions, here are some suggestions to increase employee commitment, management needs to increase employee involvement in solving problems faced by the organization. Furthermore,

increasing the value of the organization in the eyes of employees so that the organization becomes very meaningful to themselves, and fosters a sense of belonging that can make employees feel fully part of the organization. Furthermore, the application of good leadership behavior is also important to be carried out by the chairman of the Stikom Bali. Based on the results of the survey, the management of Stikom Bali has been able to apply almost a portion of Stikom Bali leadership behavior. Employees agree that leadership behavior is applied and can have an impact on their commitment and performance. Leadership behavior in this study from the chairman of Stikom Bali requires a more applied application of behavior to motivate their performance. The findings of the next study showed an impact on employee performance that was influenced by leadership behavior and organizational commitment, seen in good working time and cooperation with Bali staff. In the context of work time, performance will be seen through the ability of employees to adapt to the environment. In the context of cooperation, employees show that they can work together with fellow colleagues in completing work. In an effort to improve employee performance, this needs to be considered especially by the head of Bali staff through socialization regarding the application of leadership behaviors and programs aimed at increasing organizational commitment.

Based on the results of the research that has been presented, here are research limitations that could be suggest in future: This study uses Stikom Bali employees as respondents, so it is important for further research to complement the topic of relationship between leadership behavior, organizational commitment, and employee performance, by enriching the results of empirical studies using other campuses or other universities in Bali or Indonesia. This study only examines the variable leadership behavior and organizational commitment, as predictors of the employee performance, then the future research direction need to develop this topic by using other predictor variables. This study is only done in a certain time point, so it is important for researchers to re-examine this topic in the future.

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