



THE INFLUENCE OF EXTERNAL FACTORS ON EMPLOYEE PERFORMANCE AND MEDIATED ORGANIZATIONAL COMMITMENT AT THE COOPERATIVE OF DHARMASRAYA DISTRICT

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Abstract

This study aims to analyze the influence of leadership style, work environment, compensation on employee performance as well as the role of organizational commitment as intervening variable in the cooperative unit of savings and loan business unit in Dharmasraya District. This study is a quantitative study with 130 respondents who are permanent employees. The sampling method used total sampling. The data collection technique used was census method with questionnaires filled independently and gradually. Data analysis technique used was Structural Equation Modeling with AMOS 21.0 software and descriptive statistics using IBM SPSS 21.0. The results of this study indicate that the leadership style has no effect on employee performance, while the work environment, compensation and organizational commitment have a positive and significant impact on employee performance. organizational commitment proven to successfully mediate the influence of leadership styles, work environments, and compensation for employee performance. organizational commitment is the most dominant variable in affecting the performance of cooperative employees of saving and loan business unit in Dharmasraya District.

Key Words: employee performance, organizational commitment, leadership style, work environment, compensation

1. INTRODUCTION

Global economic growth today indicates the importance of being able to adjust to the changes that occur and enhance the competitiveness of a country in the international community, especially Indonesia that has entered the era of Asean Economic Community (MEA). Indonesia must be prepared by strengthening the country's economic competitiveness, one of which is strengthening in the MSME sector. The development of creative economy in the micro sector can be supported and developed further with the support of cooperatives. Through the roles and functions of the cooperative is expected to become a provider of funds to finance and develop businesses either agriculture, trade, industry, and other non-financial sector. In order to support the micro sector economy, it is necessary to have cooperative that has good performance.

Performance of employees is very important to contribute to the achievement of cooperative progress, good performance in an organization depends also from the quality of human

resources. With good quality of human resources, the performance of an organization will run well, otherwise the quality of human resources that are not or inadequate cause the organization to not run well or healthy (Abdillah and Waidji, 2011). Therefore, it is necessary to empower the employee cooperative which is professionally managed to realize the balance between the needs of the employees with the interests and ability of the cooperative, thus later created a healthy cooperative, strong, independent and able to help the economy in the micro sector in the future.

Utilization of human resources is not separated from the role of leaders in an organization in managing the organization and its employees to achieve maximum performance and stay afloat in the competition in the era of globalization. Leadership is the ability to influence a group to achieve a vision or set of predetermined goals (Robins and Judge, 2015). The function of leadership is also not separated from a leader, effective leaders are not only shown by how much power and how to use it, but also shown by the leader's attention to his subordinates, especially the attitude of nurturing shown to strengthen the willingness of subordinates and the implementation of work in order to improve performance. Effective leaders are able to influence their followers to have greater optimism, confidence, and commitment to organizational goals and mission (Gary, 1994).

According to Siagian (2002) employee performance is influenced by several factors: salary, work environment, organizational culture, leadership, work motivation, work discipline, job satisfaction, communication and other factors. Opinions from Olson and Borman (1989) Work environment is also an important thing that can have implications in improving performance. Good work environment factors are very important in improving employee performance. A conducive working environment can increase the commitment of the employees themselves and in line with it will have an impact on its performance. Akhtar (2014) when employees are in a comfortable working environment they will be able to increase satisfaction in work thus employees are more committed to the organization.

In order to improve employee performance in addition to the role of leadership, according to Handoko (2004) factors that affect employee performance such as compensation because it can affect employee behavior to work with more excitement and spur high performance. A good compensation system can give employees satisfaction and compensation in accordance with the wishes of employees on the job can spur the employee morale to work better. In addition, one of the factors of employee performance improvement of human resources alone / internal factor which is very important is organizational commitment (Wibowo, 2016). Organizational commitment is a form of identification, loyalty, and involvement expressed by employees towards the organization (Gibson, *et.al*, 2011).

2. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

2.1. Employee Performance

Performance derives from the word job performance or actual performance (work performance or achievement actually achieved by someone) is the work quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him (Mangkunegara, 2011). In general, performance is divided into two, namely individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance. Based on Mathis and Jackson (2006), there are five employee performance indicators they are 1) quantity, 2) quality 3) reliability 4) attendance 5) ability to work together.

2.2. Organization Commitment

Robbins (2003) defined organizational commitment as a condition in which an employee sides with a particular organization and its goals and intends to maintain membership within the organization. Organizational commitment can determine the success of a company / organization and organizational commitment can be formed from individual and corporate. Employees who have high organizational commitment is caused by several things namely the similarity of organizational value with personal value, the appropriateness of compensation, comfort and safety of workplace facilities, individual satisfaction with employment,.

According to Allen and Meyer (1990), organizational commitment has three components, namely: affective commitment, continuance commitment, and normative commitment. Common characteristics of these three components of commitment are: (1) describes the relationship of individuals to the organization, and (2) has implications in the decision to continue membership or not within the organization.

2.3. Leadership Style

Robbins and Judge (2015) Leadership is the ability to influence a group towards the achievement of goals. Another opinion about leadership, Heidjrachman and Husnan (2002) leadership style is a behavioral pattern designed to integrate organizational goals with individual goals to achieve specific goals. Basically the style of leadership is the ability possessed by a leader to influence employees in order to achieve the expected goals. Leadership arises because of the limitations in human beings, resulting in the need to lead and be led. A leader must understand what his subordinates expect in the way that employees have a sense of attention, thereby impacting the commitment and performance of employees.

2.4. Compensation

Hasibuan (2013) proposed compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. According to Mathis and Jackson (2006) compensation is a very important factor that can affect how the performance of employees and why the employees chose to work in a particular organization that we manage from other organizations. There are two types of compensation: 1) direct compensation, including: salary, wages, commissions and incentives, 2) indirect compensation, including: employee social assistance, holidays or leave and pension funds (Mathis and Jackson, 2006).

2.5. Work Environment

According to Robbins (2003) environment is the institutions or forces outside that have the potential to affect the performance of the organization, the environment is formulated into two namely general environment and special environment. General environment is anything outside the organization that has the potential to affect the organization. This environment is a social and technological condition. While special environment is part of the environment that is directly related to the achievement of the goals of an organization. Based on Sedarmayanti (2009) the type of work environment is divided into two: 1) The physical work environment is all physical circumstances that exist around the workplace that can affect employees either directly or indirectly. 2) Non-physical work environment is all circumstances that occur, related to the relationship work, both relationships with superiors or with subordinates and peer relationships.

3. HYPOTHESIS DEVELOPMENT

3.1. Influence of Leadership to Employee Performance.

A study conducted by Chandra and Priyono (2016) showed a positive correlation between leadership style and employee performance. Another study from Chu and Lai (2011) showed a leadership style having a positive and significant impact on employee performance. Based

on the description above, the first hypothesis can be formulated as follows:

H₁ : Leadership style has a significant positive effect on employee performance.

3.2. Influence of Work Environment to Employee Performance.

A study by Kirana, *et.al* (2015) investigated the influence of work environment on outsourcing employee performance and the result that work environment have positive and significant influence to employee performance. The results are in accordance with the research by Chandra & Priyono (2016) which states work environment has a positive and significant impact on employee performance. Based on the above explanation, the second hypothesis can be formulated as follows:

H₂ : Work Environment has a significant positive influence on employee performance.

3.3. Influence of Compensation to Employee Performance.

Mathis and Jackson (2006) stated that one way to improve employee performance is through compensation. Research conducted by Kee, *et.al* (2016) stated that compensation has a positive and significant impact on the performance of bank employees in Malaysia, and research conducted by Rustini *et.al* (2015) stated that compensation has a positive and significant influence on employee performance. Based on the above description, the third hypothesis can be formulated as follows:

H₃ : Compensation has a significant positive influence on employee performance.

3.4. Influence of Leadership Style to Organizational Commitment.

Organizational commitment according to Maier and Brunstein (2001) is a condition in which employees are very interested in the goals, values and objectives of the organization. So a leader must be able to influence employees with leadership style so that employees are more interested in the goals and objectives of the organization. Research conducted Yeh and Hong (2012) proves that there is a positive influence and significant leadership style to organizational commitment. Similarly, research conducted by Amiri, *et.al* (2015), states that leadership style has a positive and significant impact on organizational commitment. Based on the description, the fourth hypothesis proposed in this study is:

H₄ : Leadership style has a significant positive influence on Organizational Commitment.

3.5. Influence of Work Environment to Organizational Commitment

Akhtar (2014) examined the influence of work environment, salary package, and employee perceptions of organizational commitment and the results suggest that work environment has a positive and significant impact on organizational commitment. This is supported by research conducted by Rustini, *et.al* (2015) states that the work environment has a positive and significant influence on organizational commitment. Based on the description, then the fifth hypothesis proposed in this study is.

H₅ : Work Environment has a significant positive influence on Organizational Commitment.

3.6. Influence of Compensation to Organizational Commitment

Research conducted by Milgo (2014) mentions that compensation has a positive and significant impact on employee commitment. The results are reinforced by a research conducted by Suifan (2015) which proves that rewards have positive and significant impact on organizational commitment. Based on the description, the sixth hypothesis proposed in this study is:

H₆ : Compensation has a significant positive influence on Organizational Commitment.

3.7. Influence of Organizational Commitment to Employee Performance

Organizational commitment, according to Alwi (2001) is the attitude of employees to remain in the organization and involved in efforts to achieve the mission, values and goals of the organization. Research conducted by Gbervbie (2012) in his research stating that

organizational commitment has a significant influence on employee performance. Another study conducted by Khan, et.al (2010) states that organizational commitment has a positive and significant impact on employee performance. In line with a research by Yeh and Hong (2012) proves that organizational commitment has a positive influence on employee performance. Based on the description, then the seventh hypothesis proposed in this research is:

H₇ : Organizational Commitment has a significant positive influence on employee performance.

3.8. Influence of Leadership Style to Employee Performance with Organizational Commitment as Intervening Variable.

Research conducted by Yeh and Hong (2012) proves that leadership style has a positive and significant influence on employee performance, organizational commitment has positive and significant influence on employee performance and employee commitment to mediate leadership style on employee performance. Another study conducted by Khan et.al (2012) states that organizational commitment mediates the relationship between leadership style and organizational performance. Based on the description, then the eighth hypothesis proposed in this study is:

H₈ : Leadership style has a significant influence on employee performance through organizational commitment.

3.9. Influence of Work Environment on Employee Performance with organizational commitment as intervening variable.

Research conducted by Rustini, et.al, (2015) proves that work environment has a positive and significant influence on employee performance mediated by organizational commitment and O'Driscoll et.al (2006), examined the influence of work environment structure on organizational commitment to employee behavior related to performance. The study shows that the work environment has an influence on organizational commitment which has implication on the improvement of employee performance. Based on the description, then the ninth hypothesis proposed in this study is:

H₉ : Work environment significantly influences employee performance through organizational commitment.

3.10. Influence of Compensation on Employee Performance with organizational commitment as intervening variable.

Research conducted by Rizal, et.al (2014) which shows that compensation received by employees will foster a sense of comfort and able to increase the commitment that impact on improving employee performance. This is reinforced by research conducted by Rustini, et.al (2015) which states that the compensation has a positive and significant impact on employee performance mediated by organizational commitment. Based on the description, the tenth hypothesis proposed in this study is :

H₁₀ : Compensation has a significant influence on employee performance through organizational commitment.

Research Model

Model in this research is as follows:

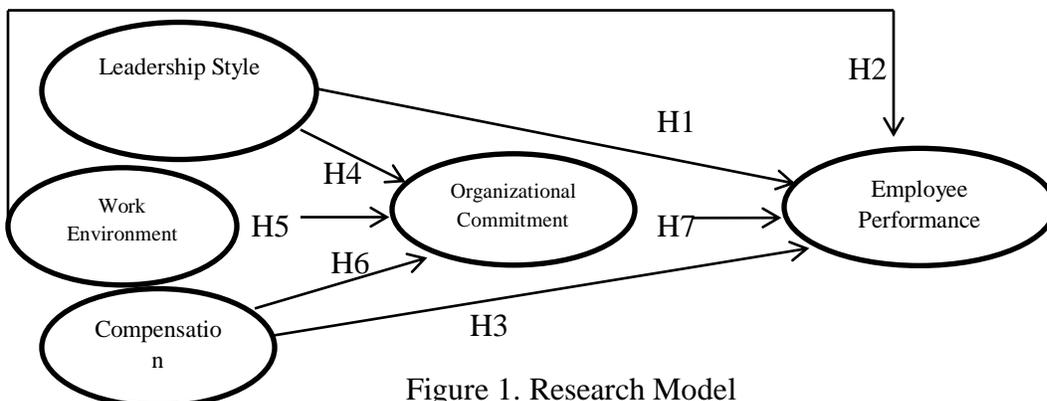


Figure 1. Research Model

RESEARCH METHOD

1. Research Type

The type of this study is quantitative and the method of this study was using questionnaires distributed to respondents. Data obtained then processed using SEM (*Structural Equation Modeling*) dengan *software* AMOS 21.0 and descriptive statistics using IBM SPSS 21.0 .

2. Object and Research Subject

The object of this research is the cooperative unit of savings and loan business in Dharmasraya District, West Sumatera. While the subjects in this study are all permanent employees that exist in the cooperative unit of savings and loan business in Dharmasraya District.

3. Data Collection Method

The method used in this research is survey method by using questionnaire which is a way of taking data by giving a list of questions which contains the aspects that will be measured and must be answered by the research respondents. Data collection technique in this study was done by giving a set of written questions to respondents to be answered (Sugiyono, 2010). The interval scale used for data measurement is the rating of Likert, where the answer is with the following criteria: 1 = Strongly Agree; 2 = Agree; 3 = Less Agree; 4 = Disagree; 5 = Strongly Disagree.

4. Research Sample

The sample of this research is all permanent employees of the cooperative unit of savings and loan business in Dharmasraya District. The number of samples in this study were 130 employees. Questionnaires distributed were as many as 130, but returned as many as 126 questionnaires.

Table 1
List of Research Sample

No	Cooperative Name	Total Employee
Sitiung Subdistrict		
1	Kopontren MTI Pulai	6
2	LKMA Prima Agung	8
3	LPN Syariah Padang Bintungan	7
Tiumang Subdistrict		
3	KSU Mitra Usaha Mandiri	5

Kota Salak Subdistrict		
5	KSU Dharmas Tani	8
6	LKMA Prima Mandiri	9
7	LPN Pulau Mainan	16
8	KJKS BMT Al Islah	5
Sungai Rumbai Subdistrict		
9	LPN Multi Usaha	25
Kota Besar Subdistrict		
10	KUD Sinar Makmur	11
11	KUD Lubuk Karya	12
12	KUD Bina Usaha	7
13	KSP Bina Usaha	6
14	KSU Kita Sejahtera	5
TOTAL		130

5. Measurement

Table 2.
Variables and indicators

Variable	Indicator
Employee performance	Quantity, quality, reliability, presence, and ability to work together
Organizational commitment	Affective commitment, continuance commitment, normative commitment
Leadership style	Directive leadership, supportive leadership, and participative leadership
Compensation	Salaries, wages, bonuses, benefits and holidays or leave
Work environment	Working atmosphere, relationships with co-workers, availability of work facilities, lighting, air circulation, noise, and bad smell

RESULTS ANALYSIS AND DISCUSSION

1. Description of respondent's characteristics

Table 3
Characteristics of respondents

Description	Category	Frequency	%
Sex	Male	59	46,8
	Female	67	53,2
Age	< 25 yrs old	16	12,7
	26 – 30 yrs old	32	25,4
	31 – 35 yrs old	33	26,2
	> 36 yrs old	45	35,7
Education Level	Primary	2	1,6
	Senior	73	57,9
	Diploma	23	18,3
	Bachelor 1	28	22,2
Tenure	< 5 yrs old	28	22,2
	6 – 10 yrs old	66	52,4

	11 – 15 yrs old	29	23
	> 16 yrs old	3	2,4

Source : primary data processed 2017

Based on Table 3 above, the majority of sex of respondents in this study were women, for the majority age it was 36 years old and minority were 25 years old, for education level it was senior high school as the majority and minority was elementary school, for the majority of working period was 6 to 10 years and minority of working period of respondents was over 16 years.

2.

Descriptive Variable of Research

Table 4

Descriptive Analysis of Research Variables

Variable	Mean	Category
Leadership style	3,75	High
Organizational commitment	3,93	High
Compensation	3,74	High
Work environment	3,64	High
Employee performance	3,87	High

Source : primary data processed 2017

Table 4 shows the mean of each variable, ie leadership style, organizational commitment, compensation, work environment and employee performance. This descriptive statistic shows that all variables are at a high category level.

3.

Test of SEM assumption (validity, reliability, normality, multicollinearity and outlier)

Based on the results of data analysis shows that all indicators in this study is categorized as valid, this is because the value of factor loading all the endogenous variable indicator is > 0.5. Reliability test shows the value of construct reliability of all variables measured value > 0.7, so it is concluded that all indicators consistently measure the construct.

Table 5

Validity and Reliability

Variable	Indicator	Loading factor	Note	Reliability
Leadership Style	GK1	.721	Valid	0.8613 (Reliable)
	GK2	.595	Valid	
	GK3	.771	Valid	
	GK4	.750	Valid	
	GK5	.696	Valid	
	GK6	.742	Valid	
Work Environment	LK1	.661	Valid	0.9229 (Reliable)
	LK2	.679	Valid	
	LK3	.587	Valid	
	LK4	.705	Valid	
	LK5	.716	Valid	
	LK6	.805	Valid	
	LK7	.798	Valid	
	LK8	.807	Valid	
	LK9	.683	Valid	
	LK10	.787	Valid	
	LK11	.695	Valid	

Compensation	KOM1	.698	Valid	0.9212 (Reliable)
	KOM2	.720	Valid	
	KOM3	.753	Valid	
	KOM4	.731	Valid	
	KOM5	.761	Valid	
	KOM6	.761	Valid	
	KOM7	.625	Valid	
	KOM8	.762	Valid	
	KOM9	.807	Valid	
	KOM10	.642	Valid	
Organizational Commitment	KO1	.814	Valid	0.9182 (Reliable)
	KO2	.803	Valid	
	KO3	.776	Valid	
	KO4	.856	Valid	
	KO5	.864	Valid	
	KO6	.754	Valid	
Employee Performance	KK1	.680	Valid	0.9265 (Reliable)
	KK2	.769	Valid	
	KK3	.729	Valid	
	KK4	.763	Valid	
	KK5	.765	Valid	
	KK6	.770	Valid	
	KK7	.715	Valid	
	KK8	.787	Valid	
	KK9	.750	Valid	
	KK10	.739	Valid	

For the multivariate normality test, the data met normal assumption because the value of -0.281 was within the range of ± 2.58 . Thus it can be concluded that, based on the normality test, the data is normally distributed. The multicollinearity test shows the determinant value of the covariance matrix = 0.000. Based on these results there is multicollinearity and singularity in this research data, but it is still acceptable because the value of correlation coefficient is still below <0,900 which means there is multicollinearity and singularity but the relationship is weak.

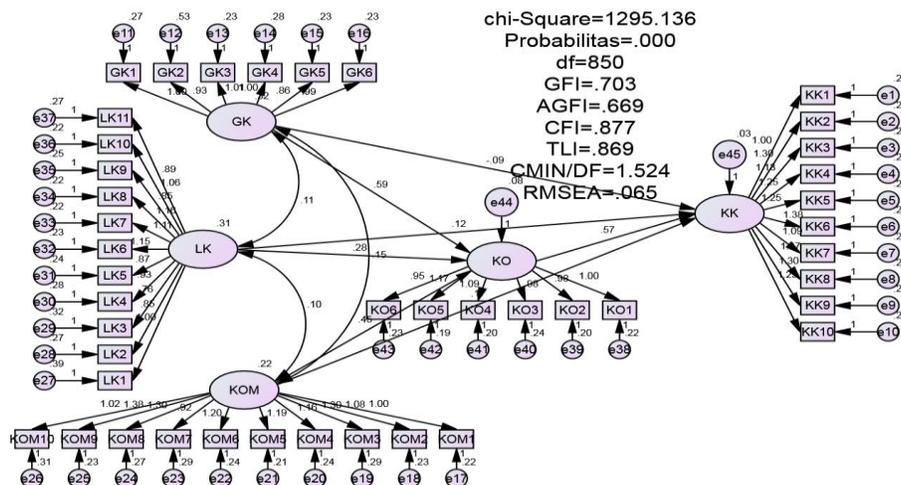


Figure 2. Full Model Structural Equation Modelling

4.

Suitability Test of Model and Hypothesis

Table 6

Goodness of fit

<i>Goodness of fit index</i>	<i>Cut-off value</i>	Research Model	Model
<i>Chi-square (df=850)</i>	≤ 918.937	1295.136	Not fit
<i>Significant probability</i>	≥ 0.05	0.000	Not fit
RMSEA	≤ 0.08	0.065	Fit
GFI	≥ 0.90	0.703	Not fit
AGFI	≥ 0.80	0.669	Not fit
CMIN/DF	≤ 2.0	1.524	Fit
TLI	≥ 0.90	0.869	Marginal
CFI	≥ 0.90	0.877	Marginal

Source: primary data processed 2017

Based on Table 6, the research model built was fairly well to meet the Goodness of Fit Model criteria (2 indicators in fit criteria and 2 indicators in marginal fit criteria), thus there is no need to modify the model (Solimun, 2002).

Table 7
Research Result

			Standardized Estimate	S.E.	C.R.	P	Note
Employee performance	<---	Leadership Style	-.108	.092	-.960	.337	H1 Rejected
Employee performance	<---	Work environment	.151	.057	2.161	.031	H2 Accepted
Employee performance	<---	Compensation	.171	.084	2.013	.044	H3 Accepted
Organizational Commitment	<---	Leadership Style	.525	.103	5.668	***	H4 Accepted
Organizational Commitment	<---	Work environment	.247	.075	3.707	***	H5 Accepted
Organizational Commitment	<---	Compensation	.332	.112	4.021	***	H6 Accepted
Employee performance	<---	Organizational Commitment	.776	.128	4.433	***	H7 Accepted

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Source : primary data processed 2017

Based on Table 7 above, the test results show on the direct impact on employee performance. With the result: first hypothesis is rejected this means leadership style has no influence on employee performance. The second hypothesis shows acceptable results, this means the better working environment in the cooperative will have an impact on improving employee performance. The third hypothesis shows acceptable results, this means that the greater the compensation provided by the cooperative will have an impact on the improvement of employee performance. The fourth hypothesis shows acceptable results, this means that the better the leadership style applied by the cooperative leader can increase organizational commitment. The fifth hypothesis shows acceptable results, this means that the better working environment in the cooperative will increase organizational commitment to employees. The sixth hypothesis shows acceptable results, this means that the higher the compensation received by the employee will have an impact on increased organizational commitment. And the seventh hypothesis shows acceptable results, this means that the stronger organizational commitment on the employees will impact the improvement of employee performance.

Table 8
Indirect variable relationship

Hypothesis	Direct	Indirect	Note
The style of leadership has an indirect influence on employee performance through organizational commitment	-0,108	0,407	There is influence
The work environment has an indirect influence on employee performance through organizational commitment	0,151	0,192	There is influence
Compensation has an indirect influence on employee performance through organizational commitment	0,171	0,257	There is influence

Source : primary data processed 2017

To see the indirect influence of the intervening variable, that is by comparing the value of standardized direct effect and standardized indirect effect. This means that if the standardized direct effects value is smaller than the standardized indirect effect then it can be said that the intervening variable has an indirect effect in the relationship between the two variables (independent and dependent).

Based on Table 8 above shows the results of the eighth hypothesis is that there is an indirect influence between the leadership style on employee performance with mediated by organizational commitment, this is evidenced by the smaller direct value of indirect. The results of the ninth hypothesis that there is an indirect influence between the work environment on employee performance with mediated by organizational commitment. The result of the tenth hypothesis is that there is an indirect influence between compensation on employee performance and mediated by organizational commitment.

5. Total effect

Table 9

total effect

	LK	KOM	GK	KO	KK
KO	.247	.332	.525	.000	.000
KK	.343	.428	.300	.776	.000

Source: primary data processed 2017

Table 9 above shows, organizational commitment variable has the highest value that affect the variable of employee performance. This means that organizational commitment experienced by employees of cooperatives will be able to give the highest influence or dominant directly for the improvement of employee performance.

CONCLUSION

Based on data analysis and previous discussion then there are some points of conclusion in this study, namely: first, leadership style has no effect on employee performance. Secondly, the work environment, compensation and organizational commitment have a positive and significant impact on employee performance. Third, leadership style, compensation, and work environment have a positive and significant influence on organizational commitment. Fourth, leadership style, compensation and work environment have a significant influence on employee performance indirectly mediated by organizational commitment. And fifth, based on the results of total influence indicates that organizational commitment is the most dominant variable affecting employee performance.

SCOPE OF STUDY

As for some scopes in this research is that, not all employees of the cooperative in Dharmasraya District become the subject of this study, it is necessary to add or complete to employees to be more representative. Means of employee performance measurement obtained from result of respondent's answer. This may be biased, as respondents report their own performance.

SUGGESTION

There are two points of suggestion in this research: first academically, need more deep research by adding variables that come from employees' internal personal such as work motivation and work satisfaction and reproduce or complete the sample of this research to be more representative. Secondly in practice, the results of this study show that the work environment, compensation and organizational commitment are able to improve employee performance well, thus the cooperative parties need to improve and maintain these variables. In order for employee performance be more optimal and based on the results of this study, that leadership style has no effect to improve employee performance. This is caused by leaders who have jobs outside the cooperative thus they give less priority and focus on the cooperative. Thus, it is necessary for the efforts of the cooperative leaders to be more frequent in the office and to observe the operation of the cooperative.

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