

# THE ROLE OF PERSONALITY ASPECTS AND EMPLOYEE COMMITMENTS AS AM EFFORT TO MAXIMIZE WORK PERFORMANCE

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**Abstract:** This study presents a model that links work performance, leadership behavior, personality, and work commitment. The main objective is to investigate the direct and indirect effects of personality, work commitment, and leadership behavior on work performance. The data was obtained through a questionnaire from a sample of 125 employee respondents at PT Gradion Supermarket Malang Raya. The data were analyzed by multiple regression analysis. There were seven hypotheses proved in this study. The results reveal that leadership behavior can positively contribute to employee performance. In addition, work personality also positively contributes to employee performance, work commitment positively contributes to work performance, and the work environment contributes better to leadership behavior. The results of the mediation test show that work personality has contributed well to employee work performance with the leader's behavior being implemented optimally, and work commitment is highly conditioned on employee performance by applying maximum leadership behavior. Leadership behavior has been able to make a positive contribution to the work performance of PT Gradion Supermarket employees. Employee personality makes a positive contribution to PT Gradion Supermarket employee performance. Work commitment makes a positive contribution to PT Gradion Supermarket employee performance. Personality has a positive contribution to behavior leadership.

**Keyword:** Work Performance, Leadership Behavior, Personality, Work Commitment

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In the era of globalization, with many rapid changes, an organization or institution which is full of competition must adjust to changes in organizational dynam-

ics and commitment. With potential resources, it is expected that the organization can optimize it to achieve a predetermined goal (Anzhari et al., 2016). Human resources are the central figure in organizations and companies. Employee performance results from the work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization (Hanafi and Yohana, 2017). Increasing employee performance will bring progress to the company and make the company survive in an unstable business commitment (Novyanti, 2015). Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and the survival of the company depends on the quality of the human resources' work performance (Hustia, 2020). PT Gradion Supermarket is a retail company, especially supermarkets. Superindo has been developed through a partnership between the Gradion Group Indonesia and Ahold Delhaize Netherlands, established in 1997.

The company expects high employee performance. The more employees who have high work performance, the overall company productivity will also increase the company performance to survive in the global competition in the retail world (Saleh and Utomo, 2018). Employee achievements can also be measured through the effectiveness and efficiency in completing tasks and how to carry out their roles and functions. These are all linearly related and positively related to the success of Superindo's vision and mission (Bahri, 2019). There are negative factors that can hinder the achievement of good work performance, namely the decrease in employee work performance, lack of punctuality in completing work thus that they do not comply with regulations, influences that come from their commitment. These co-workers also decrease their enthusiasm and the absence of examples that must be used as a reference in achieving good work performance (Nasution, 2020).

A leader must be based on a leadership orientation underlying his behavior in carrying out daily tasks. It is named by leadership behavior. One review of the applied leadership behavior is task-oriented leadership behavior and human relations-ori-

ented leadership behavior (Hermawati and Puji, 2019). These leadership orientations are called the leadership dimension. Task-oriented behavior is leadership that pays more attention to leadership behavior, which leads to the preparation of work plans, setting organizational patterns, the existence of organizational channels, communication channels, work methods, and procedures for achieving clear goals (Adha et al., 2019). Through a leader's behavior, the leader will transfer some values such as group cooperation, risk tolerance, assessment criteria in the mastery of work, and so on (Anzhari et al., 2016). Certain leadership behavior can lead to an increase in employee performance. On the other hand, it can cause a decrease in employee performance (Saleh and Utomo, 2018). Therefore, the behavior of leaders is very influential in determining and shaping the performance of their employees.

The existence of a strong personality will certainly encourage employees to improve their performance for the better. A positive personality will affect employees to create a positive work atmosphere as well. On the contrary, a negative personality will certainly impact employees' laziness to work and will affect other employees (Wuysang, 2016). A conducive work commitment provides a sense of trust and allows employees to work optimally (Sembiring, 2020). A good work commitment will also positively impact employees in carrying out their duties (Firdaus et al., 2017). Good co-workers with a good personality and a mutual understanding of duties and responsibilities at work are certainly very helpful (Indrawan, 2019). The availability of work equipment also affects whether employees are comfortable at work (Pulina, 2019).

Based on a preliminary survey, researchers found deficiencies in obeying company rules and regulations and company regulations that were burdensome to employees. On the other hand, leadership behavior and personality are fairly high (Hermawati, 2020). Therefore, appear the question that asks how all of these factors are mutually sustainable and affect employee work performance (Hermawati and Mas, 2016). Here, it will be explained in the table below by taking data from 2018-

**Table 1. The Development of The Number of Violations of PT Gradion Supermarket Employees**

No	Year	Employees		Number of Violations	Violation Percentage
		Semester	Number of Employees		
1	2018	I	40	20	2,2%
		II	42	17	1,9%
2	2019	I	43	18	2,1%
		II	47	23	3,0%
3	2020	I	44	25	3,1%
		II	45	27	3,3%

2020 with the calculation of violations in each semester (6 months).

The Table above shows that the percentage of violations by PT Gradion Supermarket employees has increased from 2018. The highest percentage of violations occurred in 2020 in the second semester. Forty-five employees committed the violations. Twenty-seven violations had a percentage of 3.3%. While the smallest percentage of violations occurred in 2018 in the second semester, with 42 employees and 17 violations having a percentage of 1.9%. The company itself has a normal standard of a maximum 2% violation. If it is above 2%, then there is a problem with the work performance of PT Gradion Supermarket employees. The causes of violations that occurred were absenteeism from work, untimely work absences, and not running SOP (company operational standards) as they should. Thus, it decreased employee work performance in PT Gradion Supermarket every year. De Vries (2012) the relationship between personality and strong leadership. In particular, a positive personality associated with supportive leadership.

This study aims to determine which leadership behavior contributes to work performance, employee personality contributes to performance, work commitment contributes to work performance, and personality contributes to leadership behavior. Smith et al. (2018) Personality can identify bad traits or good traits so that it is profitable to improve performance within the company. This personality is very important to support leadership in a company.

**HYPOTHESIS DEVELOPMENT**

The hypothesis is a conjectural statement and the relationship between two or more variables (Goulden, 1939). These are all linearly related and positively related to the success of Superindo’s vision and mission (Bahri, 2019). Certain leadership behavior can lead to an increase in employee performance. On the other hand, it can cause a decrease in employee performance (Saleh and Utomo, 2018). Smith et al. (2018) focus on advancing the understanding of personality complexities, such as identifying situations in which dark traits may be advantageous or beneficial and detecting a curved effect that suggests too many bright traits may be unfavorable. Therefore, the research hypothesis is formulated as follows:

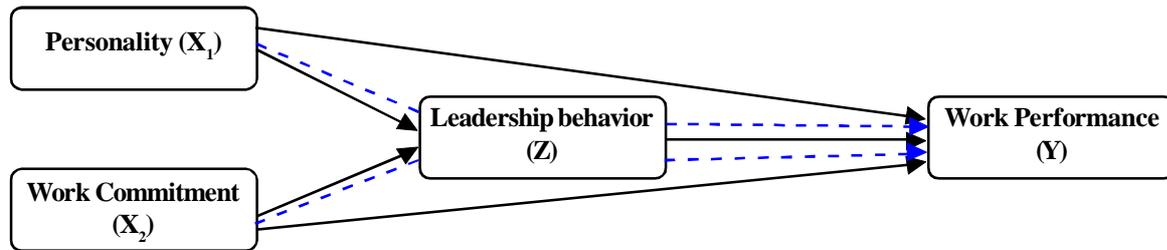
**Direct Influence**

- H1 = personality influences the leadership behavior at PT Gradion Supermarket
- H2 = Work commitment affects the leadership behavior at PT Gradion Supermarket
- H3 = personality affects the work performance of PT Gradion Supermarket employees.
- H4 = Work commitment affects the work performance of PT Gradion Supermarket employees
- H5 = Leadership behavior affects the work performance of PT Gradion Supermarket employees.

**Indirect Influence**

H6 = personality has a significant influence on employee performance through leadership behavior as an intervening variable at PT Gradion Supermarket

H7 = Work commitment significantly influences employee work performance through leadership behavior as an intervening variable at PT Gradion Supermarket.



Picture 1. Conceptual Framework

**METHOD**

This study is explanatory research explaining the clause relationship and hypothesis testing. Furthermore, research will be directed to analyze a relationship model between work performance, leadership behavior, personality, and work commitment. This research was conducted at PT Gradion Supermarket spread across Malang Raya. The source of data in this study is primary data obtained by distributing questionnaires, while secondary data is used to support primary data. In this case, secondary data are the company profile, product profile, service area, and PT Gradion Supermarket employee data. The data collection methods needed in this study were carried out in the following ways: Interview, Observation, and Questionnaire. The population in this study were employees of PT Gradion Supermarket spread across Malang Raya, with a sample of 125 respondents. The data analysis technique uses multiple regression analysis, tested using SPSS software.

**RESULTS**

Characteristics of respondents in this study based on the age level 74 people (61.6%) between 21-30 years, 82 people (68.3%) female, and 59 people (49, 2%) with the working period between less than three years. Meanwhile, in terms of descriptions of respondents' answers to the personality variable (X<sub>1</sub>), the average value is 3.84, the work commitment variable (X<sub>2</sub>) has an average value of 4.41, and the leadership behavior variable (Z) has an average value of 4.19. The work performance variable (Y) has an average value of 4.40. The results of the assumption test are used as a condition for the path model to be suitable for use.

**NORMALITY TEST**

Based on the normality test results in Table 2, it is known that the significance value of the regression residual formed is greater than the 5% real level.

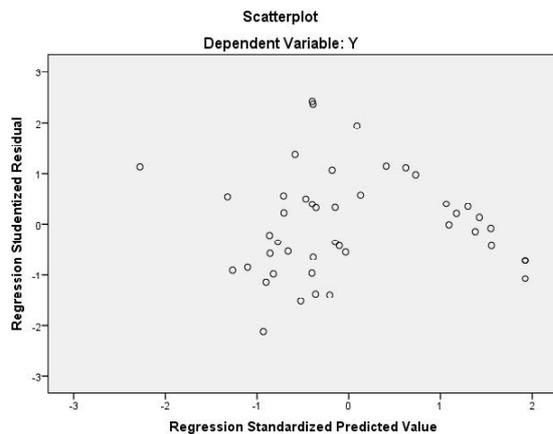
Table 2. Result of Normality Test

Structural Equation	Kolmogorov-Smirnov Z	Sig. Value	Notes
X1 and X2 against Z	0,537	0,829	Normal Spread
X1, X2 and Z against Y	0,561	0,878	Normal Spread

It can be said that the normality assumption is fulfilled.

### Heteroscedasticity Test

The results of the heteroscedasticity test using a scatter plot show that the points spread randomly



Picture 2. Heteroscedasticity Test

and do not form a certain pattern. It means that there is no indication of heteroscedasticity in the model being tested to fulfill this assumption.

### Multicollinearity Test

Based on the analysis results above, it can be seen that in both regression models, the value of

Table 3. Multicollinearities Test

Independent Variable	Tolerance	VIF
<b>Model 1</b>		
X1	0,784	1,348
X2	0,781	1,343
<b>Model 2</b>		
X1	0,531	1,821
X2	0,423	2,028
M	0,346	2,627

VIF < 10 and Tolerance > 0.1, thus it can be concluded that there are no symptoms of multicollinearity in the regression model that is formed.

### Linearity Test

The results of the linearity test show that the p-value of each relationship is smaller than alpha 5%

Table 4. Linearity Test

Influence	F count	F table	p-value	Notes
X1 → Z	34,960	4,067	0,000	Linier
X2 → Z	43,318	4,067	0,000	Linier
X1 → Y	40,218	4,067	0,000	Linier
X2 → Y	48,236	4,067	0,000	Linier
Z → Y	75,983	4,067	0,000	Linier

(0.050), so it can be concluded that there is a linear relationship between these variables, or in other words, the assumption of linearity is met.

### Path Analysis

### DISCUSSION

Tabel 5. Direct Influence

Influence	Patch Coefficient	T-Count	P-Value
X1 → Z	0,420	3,674	0,001
X2 → Z	0,482	4,445	0,000
X1 → Y	0,278	2,379	0,022
X2 → Y	0,287	2,549	0,015
Z → Y	0,423	3,132	0,003

**Hypothesis 1:** The higher the work personality, the leadership behavior will be better or vice versa, the lower the work personality will make leadership behavior worse. De Vries (2012) stated the relationship between personality and strong leadership. In particular, a positive personality is associated with supportive leadership.

**Hypothesis 2:** there is a positive and significant effect of a work commitment on leadership behavior. The better the work commitment, the leadership behavior will be better or vice versa, the worse the work commitment, the leader-

ship behavior will be worse. One review of the applied leadership behavior is task-oriented leadership behavior and human relations-oriented leadership behavior (Hermawati and Puji, 2019)

**Hypothesis 3:** there is a positive and significant influence of personality on work performance. The higher the personality, the work performance will increase or vice versa. The lower the work personality, the work performance will decrease. A conducive work commitment provides a sense of trust and allows employees to work optimally (Sembiring, 2020).

**Hypothesis 4:** there is a positive and significant effect of a work commitment on work performance. The better the work commitment, the work performance will increase or vice versa. If the work commitment is not good, the work performance will decrease. A good work commitment will also positively impact employees in carrying out their duties (Firdaus et al., 2017).

**Hypothesis 5:** there is a positive and significant effect of leadership behavior on work performance. The better the leadership behavior, the more work performance will increase or vice versa. The worse the leadership behavior, the work performance will decrease. Certain leadership behavior can lead to an increase in employee performance. On the other hand, it can cause a decrease in employee performance (Saleh and Utomo, 2018).

**Table 6. Indirect Influence**

Influence	Patch Coefficient	Standard Error	t-count	p-value
X1 → Z → Y	0,190	0,081	2,236	0,032
X2 → Z → Y	0,215	0,086	2,517	0,015

**Hypothesis 6:** there is a significant indirect effect of a positive direction between work personal-

ity and work performance through leadership behavior. Work performance will increase if the work personality is higher, followed by better leadership behavior. On the other hand, if the work personality gets lower, followed by the worse leadership behavior, the work performance will decrease. On the other hand, leadership behavior and personality are fairly high (Hermawati, 2020)

**Hypothesis 7:** there is a significant indirect effect with a positive direction between work commitment and work performance through leadership behavior. Work performance will increase if the work commitment is getting better, followed by better leadership behavior. On the other hand, if the work commitment gets worse and the leadership behavior worsens, work performance will decrease. The availability of work equipment also affects whether employees are comfortable at work (Pulina, 2019).

**CONCLUSIONS**

The leadership behavior has been able to contribute to the work performance of PT Gradion Supermarket employees. That means that employees feel that leadership behavior is needed for the continuity of achieving better employee work results. Employee personality contributes well to the work performance of PT Gradion Supermarket employees. That means that employees still need to improve their personalities to be more developed. Work commitment makes a good contribution to the work performance of PT Gradion Supermarket employees, which means that the more comfortable and good the work environment is, the better the work performance will be. Personality has a good contribution to leadership behavior. That means that the more personality of the employee at work will make the leader show good behavior and support the employee.

The results showed that work commitment contributed better to the leadership behavior of PT Gradion Supermarket. That means that work commitment gives a good and calm impression of the leader’s behavior. Work personality has contributed

well to employee performance with the leadership behavior that is implemented optimally. That means that the higher the personality, the higher the work performance produced by PT Gradion Supermarket employees. Work commitment has been very well conditioned on the work performance of PT Gradion Supermarket employees by implementing the leadership behavior to the maximum. That means that the better the work commitment and the leadership behavior, the better the work performance produced by PT Gradion Supermarket employees.

### IMPLICATIONS

The personality and work commitment of PT Gradion Supermarket employees turned out to influence employee achievement. That shows that personality and work commitment are important in employee performance. Personality reflects indicators of a person's comfort level toward other individuals, and work commitment reflects one's level of loyalty to a company. The results of this study imply that a good personality in employees will positively impact improving employee performance for the company. Employee work commitment can also provide responsibility to employees in supporting employee achievement. High employee performance and work commitment are also supported by good leader behavior, which is why it supports employee achievement.

But on the contrary, if the leader's behavior is not good, it will not be able to support employee work performance. With the increasing personality and work commitment of employees, this will also improve the results of employee work performance. This positive relationship between personality and work commitment and employee achievement has a straight proportional relationship. The better the employee's personality and work commitment, the higher the level of employee work performance given.

### LIMITATIONS

Based on the researcher's direct experience in the research process, some limitations were experienced. These are some factors that can be considered for further researchers to refine this re-

search further. That's because this research certainly has shortcomings that need to be improved in the future. Some limitations in the study, among others: The limited number of respondents is still lacking in describing the real situation. Research objects need to be added to get more comprehensive results. In data collection, the information provided by respondents through questionnaires sometimes does not show the respondent's true opinion. That happens because sometimes differences in thinking, assumptions, and understanding are different from each respondent and other factors such as honesty factors in filling out respondents' opinions in the questionnaire.

### RECOMMENDATIONS

The company PT Gradion Supermarket is expected to increase further rewards, benefits, and appreciation for outstanding employees to better maintain and improve employees' personalities. The company PT Gradion Supermarket is expected to be more consistent in maintaining a good work commitment. The company PT Gradion Supermarket is expected to improve the quality of existing human resources and sharpen them even better thus that they can become better future leaders. The company PT Gradion Supermarket is expected to do more frequent job training to keep employees' personalities so that they can develop better. The company PT Gradion Supermarket is expected to be able to compete with other retailers by further improving the quality of existing human resources, providing better customer service, and creating good commitments. The company PT Gradion Supermarket is expected to be more aggressive in promoting the brand to be better known in the wider community.

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