

The Effect Of Work Commitment On Employee Performance Moderated By Individual Characteristics At The Sidikalang District Office, Dairi Regency

Ira Suryani¹, Muhammad Isa Indrawan²

¹Master of Management Student, Universitas Pembangunan Panca Budi, Medan

E-mail : irasuryani87@gmail.com

²*Master of Management, Universitas Pembangunan Panca Budi, Medan

*E-mail Correspondence: isaindrawan@dosen.pancabudi.ac.id

Abstract

This study aims to analyze the influence of work commitment on employee performance, as well as to study the role of individual characteristics as a moderation variable in the Sidikalang District Office, Dairi Regency. The method used is casual associative quantitative research with data analysis techniques using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). Data was collected through a questionnaire distributed to 49 ASN employees at the office. The results showed that work commitment did not have a significant influence on employee performance, with a T-Statistic value of 1.475 (< 1.96) and a P-Value of 0.147 (> 0.05). However, individual characteristics have a positive and significant influence on employee performance, with a T-Statistic value of 2.006 (> 1.96) and a P-Value of 0.041 (< 0.05). In addition, individual characteristics were unable to moderate the relationship between work commitment and employee performance, with a T-Statistic value of 0.358 (< 1.96) and a P-Value of 0.722 (> 0.05). This study shows that individual characteristics are an important factor in improving employee performance, while work commitment requires a strategic approach to have a significant impact.

Keywords:

Work Commitment, Individual Characteristics, Employee Performance

INTRODUCTION

Background

Employee performance is one of the key factors in the success of an organization, including government institutions such as the Sidikalang District Office, Dairi Regency. Optimal performance not only contributes to operational efficiency, but also improves the quality of service to the community (Hermawan, 2022). One of the factors that



Licence
Creative Commons Attribution-ShareAlike 4.0 International Licence.

greatly affects employee performance is work commitment. Work commitment describes the extent to which an employee has loyalty and dedication to his work and the organization he works for (Putri, 2014). Employees who have a high work commitment tend to perform better, because they have intrinsic motivation to achieve organizational goals and give their best in every task they carry out (Barlian et al., 2022)

Work commitment is one of the important elements that reflects an employee's loyalty and dedication to the organization they work for. According to Meyer and Allen (1991) (Continued, 2016), work commitment can be divided into three main components, namely affective commitment, normative commitment, and sustainable commitment. Affective commitment refers to an employee's emotional attachment to an organization, where they feel part of the organization's extended family. Normative commitment reflects a sense of moral obligation to stay with the organization because of the values they embrace. Meanwhile, continuous commitment is related to employees' awareness of the costs that must be borne if they leave the organization, such as loss of benefits or job opportunities. High work commitment is usually associated with a variety of positive outcomes in the organization. Employees with strong affective commitment will show high enthusiasm and motivation at work, which leads to improved performance and productivity. They also tend to be more satisfied with their jobs and have lower attendance rates. Normative commitment can encourage employees to remain loyal to the organization despite facing challenges or temptations from outside. Meanwhile, ongoing commitment makes employees consider carefully before deciding to leave the organization, which can help the organization retain an experienced and trained workforce. However, work commitment alone is not enough to ensure optimal performance. Individual characteristics also play an important role in moderating the influence of work commitment on employee performance.

Individual characteristics include various aspects such as personality, personal values, attitudes, skills, and experiences (Jatmiko & Astuti, 2021). Employees with positive individual characteristics, such as proactive attitudes, high adaptability, and good interpersonal skills, tend to be able to utilize their work commitments more effectively to achieve high performance, on the other hand, employees with less supportive individual characteristics may face difficulties in implementing their work commitments effectively (Saragih & Siagian, 2020).

Individual characteristics are an important aspect that affects how an employee can carry out his duties and responsibilities. Some of the relevant individual characteristics include personality, level of education, work experience, and values embraced by the employee. A proactive and positive personality can help employees to



more easily adapt to changes and challenges in the workplace (Mulia & Bibi, 2019). Extensive work experience also helps employees develop interpersonal skills, which are essential for collaborating with colleagues and creating a harmonious work environment. The values embraced by employees, such as integrity, work ethic, and dedication, also play a role in shaping positive individual characteristics (Amalia et al., 2019).

Sidikalang District as one of the government institutions in Dairi Regency, faces the challenge of improving employee performance for better public services. In this context, it is important to understand how work commitment can have a positive and significant effect on employee performance, as well as how individual characteristics can moderate that influence. Examining these relationships will provide deeper insights into effective human resource management strategies, which can be applied to improve employee performance in government environments. This research aims to achieve several important goals. First, to find out and analyze whether work commitment has a positive and significant influence on employee performance in Sidikalang District. Second, to find out and analyze whether individual characteristics have a positive and significant effect on employee performance in the sub-district. Third, to understand whether individual characteristics are able to moderate the influence of work commitment on employee performance. The answers to these goals are expected to make a real contribution to the development of policies and strategies to improve employee performance in the Sidikalang District Office, as well as provide a basis for further research in the field of human resource management.

Problem Formulation

The formulation of this research problem is as follows:

1. Does work commitment have a positive and significant effect on employee performance at the Sidikalang District Office?
2. Does work commitment have a positive and significant effect on individual characteristics at the Sidikalang District Office?
3. Do individual characteristics have a positive and significant effect on employee performance at the Sidikalang District Office?
4. Does work commitment have a positive and significant effect on employee performance moderated by individual characteristics at the Sidikalang District Office?



Research Objectives

The objectives of this study are as follows:

1. To find out and analyze the influence of work commitment on employee performance at the Sidikalang District Office.
2. To find out and analyze the influence of work commitment on individual characteristics in the Sidikalang District Office.
3. To find out and analyze the influence of individual characteristics on employee performance at the Sidikalang District Office.
4. To find out and analyze the influence of work commitment on employee performance, individual characteristics are moderated at the Sidikalang District Office.

LITERATURE REVIEW

Theoretical Framework

Work Commitment

Definition of Work Commitment

Work commitment refers to the level of loyalty and dedication of an individual to his or her job and the organization in which he works, this definition includes the extent to which an employee feels emotionally and cognitively attached to the organization and the tasks he or she carries out (Luthans, 2016). Work commitment can be seen as the main driver that motivates employees to carry out their duties with enthusiasm and dedication.

In the human resource management literature, work commitment is often divided into several main components. Meyer and Allen (in Continued, 2016) identified three dimensions of work commitment: affective commitment, normative commitment, and sustainable commitment. Affective commitment describes an employee's emotional attachment to an organization, where they feel they are an integral part of the organization. Normative commitment reflects the employee's sense of moral obligation to stay with the organization because of the values adhered to, while continuous commitment is related to awareness of the costs that must be borne if leaving the organization.

Work commitment has a significant impact on employee performance and job satisfaction (Gusmery & Susanti, 2023). Employees who have a high work



commitment usually show better levels of productivity, higher job satisfaction and lower absenteeism rates (Anwar, 2023). They tend to play an active role in efforts to achieve organizational goals and are able to face challenges with better resilience. In addition, high work commitment can increase employee retention and reduce employee turnover, thereby providing long-term benefits for organizations in terms of workforce stability and continuity (Hariani et al., 2019).

Work Commitment Indicators

According to (Luthans, 2016), there are several indicators used to measure employee commitment to the organization. These indicators include:

1. Acceptance of organizational goals
Reflects the extent to which employees approve of and support the organization's vision and mission.
2. Desire to work hard
Demonstrate employee motivation to put in extra effort to achieve optimal results.
3. Passion to remain part of the organization
Describe the employee's desire to continue to be involved and contribute in the long term in the organization.

Employee Performance

Definition of Employee Performance

Employee performance is the level of achievement of an employee's work results in carrying out the duties and responsibilities given by the organization, this performance includes various aspects such as the quality and quantity of work, efficiency in the use of resources, and the ability to achieve goals that have been set (Afandi, 2018). Employee performance reflects the effectiveness and efficiency of an employee in carrying out his duties and responsibilities in the workplace (Bagudek Tumanggor & Rosita Manawari Girsang, 2021). This includes completing tasks in accordance with set standards, both in terms of quality and quantity, as well as efficiency in the use of resources. Various factors affect employee performance, including motivation, skills, work environment, and workload management (Usman et al., 2023). High motivation is usually related to better performance, while technical and interpersonal skills determine the employee's ability to complete tasks well (Alexandro Hutagalung, 2022). A supportive work environment and adequate facilities also greatly affect performance improvement. In addition, effective



workload management, with a fair and not excessive distribution of tasks, also plays an important role in increasing employee effectiveness. Performance evaluation is carried out through a formal assessment that compares employee work results with organizational goals and objectives, as well as obtaining feedback from various sources. Optimal employee performance is essential to achieve overall organizational success, provide quality services, and gain a competitive advantage (Norawati et al., 2021).

Employee Performance Commitment Indicators

There are 9 indicators used to assess employee performance, which help measure the extent to which employees carry out their duties and responsibilities effectively (Afandi 2018), namely:

1. Quantity of Work

Measuring the amount of output or work produced in a given period. This includes the volume of tasks that were successfully completed as per the target.

2. Quality of Work

Assess the level of thoroughness, conformity, and standards of the work results. High quality indicates that the work meets or exceeds the expected standards.

3. Efficiency in Carrying Out Tasks

Refers to the way employees use resources such as time and materials optimally to get work done. High efficiency means that the work is completed in a cost- and time-efficient manner.

4. Work Discipline

Measure employee compliance with organizational rules and policies, including punctuality, attendance, and adherence to work procedures.

5. Initiative

Assess employees' ability to take proactive action and make decisions independently without always having to wait for directions from superiors.

6. Accuracy

Refers to attention to detail and the ability to complete work accurately and error-free.

7. Leadership

Assess the ability of employees to lead, direct, and motivate teams or colleagues to achieve common goals.

8. Honesty



Measure employee integrity in carrying out duties, including openness, honesty in reporting, and work ethics.

9. Creativeness

Assess the ability of employees to generate new and innovative ideas and creative solutions to solve problems or improve work processes.

Individual Characteristics

Definition of Individual Characteristics

Individual characteristics refer to the various unique attributes or qualities possessed by a person that influence how they behave, interact, and function in various situations, including in the workplace, these characteristics include aspects such as personality, personal values, attitudes, skills, and experiences (Sari, 2023). Each individual has a different combination of characteristics, which shape the way they perceive and respond to their surroundings.

Personality is one of the main elements of individual characteristics that include aspects such as extroversion, introversion, emotional stability, and openness to new experiences (Jaya, 2017). These traits affect how a person interacts with others and overcomes challenges in the workplace. For example, individuals with proactive personalities may be more likely to take the initiative and seek creative solutions, while those who are more introverted may be more comfortable working independently.

Personal values and attitudes also play an important role in individual characteristics. Personal values reflect the beliefs and principles that guide a person's decisions and behavior, such as integrity, work ethics, and commitment (Simatupang et al., 2021). Attitudes, on the other hand, include a person's general view of work and organizations, such as optimism or pessimism. Skills and work experience are also part of the characteristics of individuals that determine how effective a person is in carrying out their tasks. Good skills and relevant experience can enhance a person's ability to contribute significantly in the work environment.

Individual Characteristics Indicators

According to Sari (2023) there are several indicators of individual characteristics, namely:

1. Ability is an individual's capacity to perform various tasks in a job.
2. Needs are human desires for goods or services that can provide satisfaction to humans themselves, both physical and spiritual satisfaction.



3. Trust comes from the word believe, which means to acknowledge or believe in the truth.
4. Work experience is something or the ability possessed by employees in carrying out the tasks assigned to them.
5. Expectation is a belief or possibility that a certain effort or action will produce a certain level of achievement.

Conceptual Framework

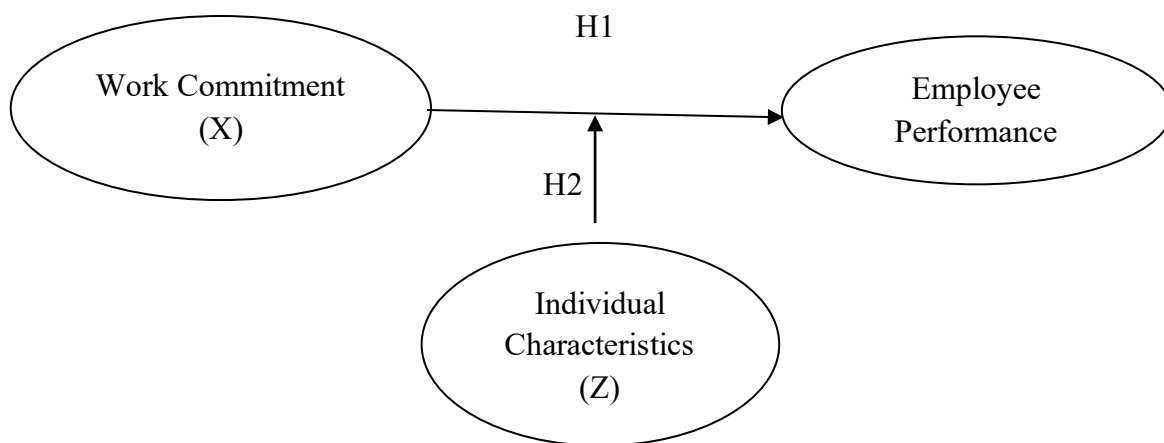


Figure 1. Conceptual Framework

Hypothesis

- H1 : Work commitment has a positive and significant effect on employee performance at the Sidikalang District Office
- H2 : Work commitment has a positive and significant effect on individual characteristics at the Sidikalang District Office
- H3 : Individual characteristics have a positive and significant effect on employee performance at the Sidikalang District Office
- H4 : Work commitment has a positive and significant effect on employee performance moderated by individual characteristics at the Sidikalang District Office

RESEARCH METHODS

Research Approach



The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this study, the exogenous variable is Work Commitment (X). Meanwhile, the endogenous variables are employee performance (Y) and the Moderate Variable, namely individual characteristics (Z).

Place and Time of Research

Research Venue

This research was carried out at the Sidikalang District Office which is located at Jalan Merdeka Number 02, Sidikalang City, Sidikalang District, Dairi Regency, North Sumatra 22219

Research Time

The time of this research was carried out from October to December 2024.

Population and Sample

Population

In the opinion of several experts, one of which is according to (Sugiyono, 2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population used is the entire number of sub-district employees with a total of 49 employees with the following details:

Table 1 Details of Popolation

No.	Employee Status	Number (Person)
1.	ASN	44
2.	Honorary	5
	Sum	49

Source : Sidikalang District Office

Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018). If the population is large and the researcher is unable to study everything in the population, for example due to limited funds, energy and time, then the researcher can use samples taken from that population. However, in this study,



because the number of population is relatively small, the sampling technique used is a saturated sample technique, which involves all respondents to be a sample, meaning that the sample to be used is 49 people.

Variable Operational Definition

The operational definition of the variables in this study is as follows:

Table. 2 : Definition of Variable Operational

Types of Variables	Variable Definition	Indicators
Work Commitment (X)	Work commitment refers to the level of loyalty and dedication of an individual to his or her job and the organization in which he works, this definition includes the extent to which an employee feels emotionally and cognitively attached to the organization and the tasks he or she carries out (Luthans, 2016).	According to Luthans (2016), there are several indicators used to measure employee commitment to the organization. These indicators include: 1. Acceptance of organizational goals 2. Desire to work hard 3. Passion to remain part of the organization
Individual Characteristics (Z)	Individual characteristics refer to the various unique attributes or qualities possessed by a person that influence how they behave, interact, and function in various situations, including in the workplace, these characteristics include aspects such as personality, personal values, attitudes, skills, and experiences (Sari, 2023).	According to Sari (2023) there are several indicators of individual characteristics, namely: 1. Ability 2. Necessity 3. Belief 4. Work experience 5. Hope
Employee Performance (Y)	Employee performance refers to how effective and efficient an employee is in carrying out his duties and responsibilities	Employee performance indicators in this study refer to the theory (Afandi, 2018) are as follows: 1) Quantity of work;



	in the workplace (Afandi, 2018).	2) Quality of work; 3) Efficiency in carrying out duties; 4) Work discipline; 5) Initiative; 6) Accuracy; 7) Leadership; 8). Honesty; and 9) Creativity.
--	----------------------------------	---

Data Analysis Techniques

The data analysis technique used in this study is a quantitative data analysis method. The data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run with computer media.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

Validity tests are used to assess the validity of a questionnaire or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something measured by the questionnaire. Validity testing is applied to all question items that exist on each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability tests are used to measure the consistency of measuring tools in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)



This test was carried out to determine the relationship between exogenous and endogenous constructs that have been hypothesized in this study (Hair, J.F., et. Al, 2017). To generate the inner model test values, the steps in SmartPLS are carried out by bootstrapping method. The structural model was evaluated using R-square for dependent variables, Stone-Geisser Q-square test for predictive elevation and t-test as well as the significance of the structural path parameter coefficient with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation on regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2016). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are generated by the model as well as the estimation of its parameters. If the Q² value is greater than 0, it indicates that the model has predictive relevance which means it has a good observation value, while if the value is less than 0 it indicates that the model does not have predictive relevance (Ghozali, & Latan, 2015).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to find out the significance of the relationship between variables in the study using the bootstrapping method. In the full model, Structural Equation Modeling, in addition to confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2018). A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali, & Latan, 2015) the criteria for the value of t table are as follows:

- Score 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship

between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of fit of the research model with the ideal model for this study, by looking at the NFI value on the program. If the value is closer to 1, then the better (good fit) (Ghozali, 2018).

RESULTS AND DISCUSSION

Results

Outer Model Analysis

The *outer model* test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet *the validity and reliability requirements*.

Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 3. Outer Loading

Indicators	Outer Loading	Information
Work commitment (X)		
KOMP1	0,836	Valid
KOMP2	0,874	Valid
KOMP3	0,836	Valid
Individual Characteristics (Z)		
KKI1	0,810	Valid
KKI2	0,883	Valid
KKI3	0,857	Valid
KKI4	0,735	Valid



Indicators	Outer Loading	Information
KKI5	0,897	Valid
Work commitment(Y)		
KP1	0,892	Valid
KP2	0,890	Valid
KP3	0,744	Valid
KP4	0,709	Valid
KP5	0,752	Valid
KP6	0,783	Valid
KP7	0,731	Valid
KP8	0,810	Valid
KP9	0,801	Valid

Source : Output Smart PLS, 2024

Based on Table 3, it can be seen that all indicators have a *loading factor* value of > 0.60 . According to (Ghozali & Latan, 2015) states that the indicator is declared valid if it has a *loading factor* value of > 0.60 . Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

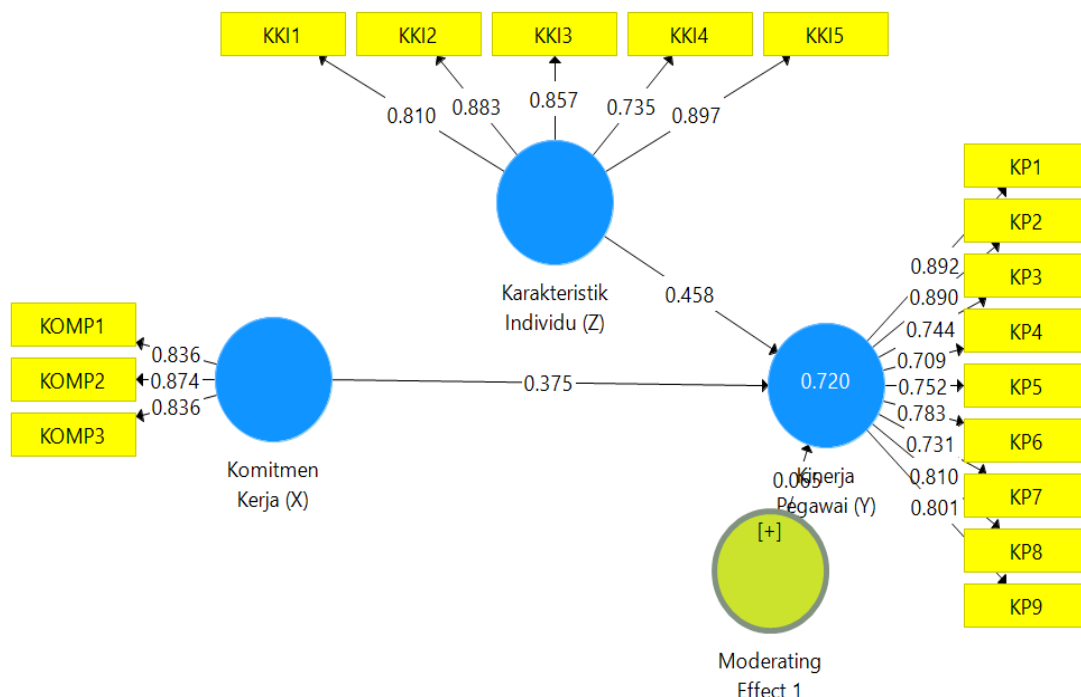


Figure 2. Outer Model Test Results

Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table.

Table 4. Discriminant Validity

Variable Indicators	Individual Characteristics (Z)	Employee Performance (Y)	Work Commitment (X)
KKI1	0,810	0,611	0,734
KKI2	0,883	0,692	0,877
KKI3	0,857	0,709	0,826
KKI4	0,735	0,710	0,625
KKI5	0,897	0,697	0,847
KOMP1	0,817	0,673	0,836
KOMP2	0,776	0,726	0,874
KOMP3	0,759	0,711	0,836
KP1	0,738	0,892	0,722
KP2	0,708	0,890	0,685
KP3	0,486	0,744	0,553
KP4	0,657	0,709	6,826
KP5	0,499	0,752	0,533
KP6	0,499	0,783	0,503
KP7	0,591	0,731	0,571
KP8	0,755	0,810	0,666
KP9	0,649	0,801	0,702

Source: Smart PLS Output, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading of the work commitment variable shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the employee performance variable indicator shows that the value of the *cross loading* indicator is greater than other latent variables, *Cross loading* individual characteristics also showed a greater cross loading indicator value than the latent variable cross loading. Based on this data, it can be stated discriminatively that the cross loading *results* are considered valid.

Composite reliability test results

The submission then determines the reliable value with *the composite reliability* of the indicator block that measures the construct. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha* value is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table 5.

Table 5. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Individual Characteristics(Z)	0,893	0,922	0,703
Employee Performance (Y)	0,925	0,938	0,628
Work Commitment (X)	0,806	0,885	0,720

Source: Smart PLS Output, 2024

Based on Table 5, it can be explained that the AVE value in each variable tested has a > value of 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (Inner Model)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R^2)

The determination coefficient test (R^2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 6. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0,720	0,701

Source: Smart PLS Output, 2024

Based on table 6, it is known that the R square Adjusted value of the work commitment variable is 0.701 or 70.10%, which means that the influence of work commitment on employee performance is in a very strong category. Meanwhile, the R Square value in the work commitment variable is 0.720 or 72.00%, which means that the influence of work commitment on employee performance is 72% and the remaining 28% is influenced by other variables that have not been studied.

Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> SRMR$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 7. Model Fit



Licence
Creative Commons Attribution-ShareAlike 4.0 International Licence.

	Saturated Model	Estimated Model
SRMR	0,125	0,128
d_ULS	2,380	2,496
d_G	2.312	2.312
Chi-Square	757.252	746.213
NFI	0.382	0.382

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.382 > 0.125$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05 .

The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 8. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Work Commitment (X) -> Employee Performance (Y)	0,375	0,330	0,254	1,475	0,147	Rejected
Individual (Z) -> Employee Performance (Y)	0,458	0,521	0,228	2,006	0,041	Accepted
Moderating Effect 1 -> Employee Performance (Y)	0,065	0,063	0,182	0,358	0,722	Rejected



Source: Output Smart PLS, 2024

Based on the data in Table 8, it can be stated that work commitment does not have a significant effect on employee performance. This can be seen from the T-statistical value of $1.475 < 1.96$ with a P-Value of $0.147 > 0.05$. This means that if the work culture is improved, work commitment will increase significantly.

On the influence of individual characteristics on employee performance, T-statistic $2.006 > 1.96$ was obtained with a P-Value of $0.041 < 0.05$. This means that individual characteristics have a positive and significant effect on employee performance. This result answers the second hypothesis statement.

Meanwhile, in the *Moderated Regression Analysis* (MRA) Test, a T-Statistic value of $0.358 > 1.96$ was obtained with a P-Value value of $0.722 > 0.05$ which means that the moderating variable, namely individual character, is not able to significantly strengthen the influence of work commitment on employee performance. This result does not answer the third hypothesis in this study, namely that individual characteristics cannot strengthen the influence of work commitment on employee performance at the Sidikalang District Office, Dairi Regency, so that it can be stated that H_0 is accepted and H_a is rejected or it can be stated that individual characteristics are not able to strengthen the influence of work commitment on employee performance at the Sidikalang District Office, Dairi Regency. There may be other factors beyond individual characteristics that affect the relationship between work commitment and employee performance that need to be considered further in future research.

The following is a picture of the results of the path test:

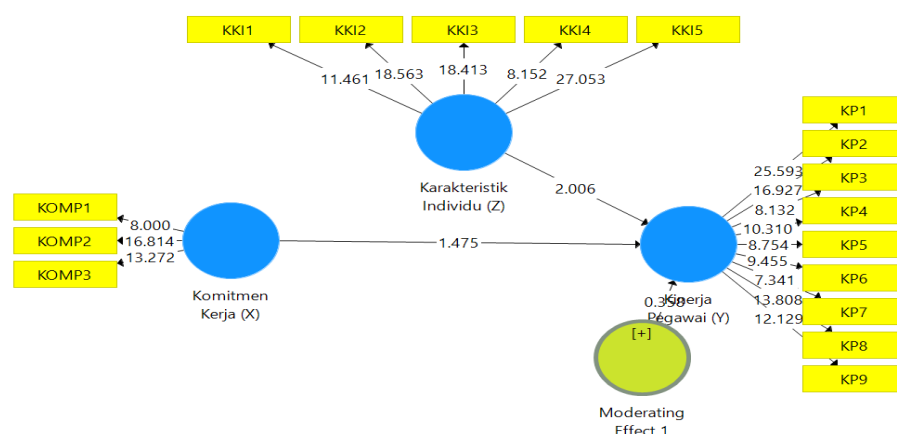


Figure 3. Path Coefficient Test Results



Licence
 Creative Commons Attribution-ShareAlike 4.0 International Licence.

Discussion

The results showed that work commitment did not have a significant influence on employee performance, with a T-Statistic value of 1.475 (< 1.96) and a P-Value of 0.147 (> 0.05). This indicates that even though employees have a high level of commitment to the organization, it does not necessarily have a direct impact on improving their performance. One possible reason is a lack of support from other factors, such as a conducive work environment or workload management policies, which can amplify the positive impact of work commitments. Individual characteristics have a positive and significant influence on employee performance, with a T-Statistic value of 2.006 (> 1.96) and a P-Value of 0.041 (< 0.05). This shows that attributes such as the employee's personality, work experience, and skills contribute to their ability to complete tasks well. Employees with positive individual characteristics tend to be more able to adapt to work demands, show initiative, and achieve optimal work results, supporting the findings of Jatmiko and Astuti (2021) (Jatmiko & Astuti, 2021).

The results of the Moderated Regression Analysis (MRA) test showed that individual characteristics were not able to moderate the influence of work commitment on employee performance, with a T-Statistic value of 0.358 (< 1.96) and a P-Value of 0.722 (> 0.05). This indicates that individual attributes are not strong enough to strengthen the relationship between work commitment and performance. Other factors, such as reward systems, conflict management, or organizational culture, may have a more significant role in strengthening those relationships.

The results of the outer model test show that all indicators have an outer loading value > 0.60 , which means that all research instruments are valid. In addition, a composite reliability value of > 0.70 indicates that the model is reliable. The AVE value > 0.50 shows that the research variable has good convergent validity. The reliability of this model provides a solid basis for the interpretation of the research findings.

The adjusted R^2 value of 0.701 shows that the independent variables, namely work commitment and individual characteristics, can together explain 70.10% of the variation in employee performance. The remaining 29.90% was influenced by other variables that were not studied. This indicates that while this model is quite robust, there is room to explore other variables that can significantly affect employee performance.

The goodness of Fit model showed quite good results, with an NFI value of 0.382 ($> \text{SRMR } 0.139$). This shows that the model used in this study is suitable to explain the relationship between work commitment, individual characteristics, and employee



performance. However, there is an opportunity to improve the fit of the model by including relevant additional variables.

These findings confirm the importance of individual characteristics as one of the main factors that affect employee performance according to Amalia's research (Amalia et al., 2019). Organizations must pay attention to individual attributes, such as work experience, skills, and personal values, to ensure that they can support performance improvement (Fitriadi et al., 2022). However, because work commitment is not significant, organizations need to evaluate policies and programs to increase employee loyalty and dedication, for example through strengthening organizational culture or performance-based incentives.

This study opens up opportunities for further exploration of other variables that may moderate the relationship between work commitment and employee performance. Factors such as intrinsic motivation, leadership style, or organizational culture can provide more comprehensive insights into how to improve employee performance. In addition, testing with different populations and methods can help generalize the findings of this study.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion that has been carried out, it can be concluded as follows:

1. Work commitment did not have a significant effect on employee performance, with a T-Statistic value of 1.475 (< 1.96) and a P-Value of 0.147 (> 0.05). This shows that the level of employee loyalty and dedication to the organization has not had a significant impact on improving employee performance at the Sidikalang District Office, Dairi Regency.
2. Individual characteristics have a positive and significant influence on employee performance, with a T-Statistic value of 2.006 (> 1.96) and a P-Value of 0.041 (< 0.05). Individual characteristics such as work experience, skills, and personal values contribute to the employee's ability to perform tasks more effectively.
3. Individual characteristics are not able to moderate the relationship between work commitment and employee performance, with a T-Statistic value of 0.358 (< 1.96) and a P-Value of 0.722 (> 0.05). This suggests that individual characteristics are not strong enough to strengthen the influence of work commitment on employee performance, so other factors may have a more significant role.



4. The Adjusted R^2 value of 0.701 shows that the variables of work commitment and individual characteristics together can explain 70.10% of the variability of employee performance, while 29.90% are influenced by other variables that have not been studied.

Suggestion

Based on the results of the research. The discussion and conclusions that have been explained, here are some suggestions that can be given to institutions, especially at the Sidikalang District Office:

1. Organizations need to evaluate strategies to increase employee work commitment, such as through strengthening organizational culture, providing relevant incentives, or developing training programs that foster a sense of emotional attachment and loyalty to employees.
2. Organizations should focus on improving individual skills, such as providing relevant training, assigning tasks that match employee competencies, and creating opportunities to improve employee work experience.
3. There needs to be an integration between HR development programs and policies to increase work commitment and individual characteristics, so that these two factors can make a more significant contribution to improving employee performance.
4. This research opens up opportunities to explore other factors that affect employee performance, such as intrinsic motivation, transformational leadership, or organizational culture, in order to gain a more holistic understanding.
5. Organizations need to ensure that the performance appraisal system used can measure various relevant aspects, such as skills, efficiency, and innovation, so that it can provide constructive feedback to employees to improve their performance.
6. A conducive work environment can be a supporting factor to maximize the positive influence of work commitment and individual characteristics. Therefore, organizations need to continuously improve a work environment that supports productivity.

BIBLIOGRAPHY

- Afandi. (2018). Human Resource Management: Theory of Concepts and Indicators. Zanafa Publishing.
- Alexandro Hutagalung, B. (2022). Analysis of factors that affect employee performance: competence, motivation and work environment (Human Resource Management Literature Review Research). *Journal of Educational Management and Social Sciences*, 3(1), 201–210. <https://doi.org/10.38035/jmpis.v3i1.866>
- Amalia, F., Parwita, G. B. S., & Suryani, N. N. (2019). The influence of individual characteristics and job characteristics on employee job satisfaction. *Management Forum*, 17(1), 7–13. <https://doi.org/10.61938/fm.v17i1.316>
- Bagudek Tumanggor, & Rosita Manawari Girsang. (2021). The Effect of Competence and Work Discipline on Employee Performance at the Regional Revenue Agency of Gunung Malela District, Simalungun Regency. *Management : Economic Journal*, 3(1), 42–55. <https://doi.org/10.36985/manajemen.v3i1.91>
- Barlian, Nur'aeni, Habe, H., & Pradana, M. R. A. (2022). The Influence of Work Culture and Work Commitment on Employee Performance at the Tanggamus Regency Education Office. *Proceedings of the 11th National Seminar on Economics and Business*, 95–101.
<https://jurnal.saburai.id/index.php/FEB/article/view/1879%0Ahttps://jurnal.saburai.id/index.php/FEB/article/viewFile/1879/1341>
- Fadila Nurjayanti, F. (2021). The Influence of Commitment, Work Ethic and Discipline on Employee Performance (A Study on Non-Manager Employees of PT Sinar Sosro KP. Tasikmalaya). 1–23. <http://repositori.unsil.ac.id/id/eprint/3098>
- Fitriadi, Y., Susanto, R., Irdam, & Wahyuni, R. (2022). The Contribution of Work Engagement to Employee Performance: The Role of Job Satisfaction Mediation. *Journal of Ecobistek*, 11, 448–453. <https://doi.org/10.35134/ekobistek.v11i4.446>
- Ghozali. (2018). Multivariate Analysis Application with IBM SPSS 25 Program. Diponegoro University Publishing Board.
- Ghozali & Latan. (2015). Concept, Technique, Application Using Smart PLS 3.0 for Empirical Research. BP Undip. SemarangHarnanto. 2017. Cost Accounting:



Historical Cost Systems. BPFE.

- Gusmery, N., & Susanti, F. (2023). The influence of organizational culture, leadership style and confidence on the work commitment of employees of the Padang City Education and Culture Office. *Journal of Management Stars (JUBIMA)*, 1(2), 123–141.
- Hariani, M., Samsul, A., & Putra, A. R. (2019). The influence of organizational climate, work experience and work motivation on employee work commitment. *Global*, 03(02), 22–28.
- Hermawan, E. (2022). Factors Affecting the Performance of PT. Sakti Mobile Jakarta: Work Environment, Work Stress and Workload. *Journal of Multidisciplinary Science*, 1(1), 53–62. <https://doi.org/10.38035/jim.v1i1.11>
- Jatmiko, U., & Astuti, I. Y. (2021). Individual characteristics, abilities and work environment on employee performance. *Revitalization*, 10(1), 79. <https://doi.org/10.32503/revitalisasi.v10i1.1672>
- Kuncooro, Munajad. (2013). *Research Methods for Business and Economics*. Edition 4. Erlangga.
- Luthans. (2016). *Commitment in the Great Dictionary of the Indonesian Language*. 1–23.
- Mulia, B., & Bibi, S. (2019). *The Influence of Individual Characteristics and Job Characteristics on Job Satisfaction with Organizational Culture as an Intervening Variable in PT. Perta Arun Gas Budi*. 4(2), 86–93.
- Norawati, S., Yusup, Y., Yunita, A., & Husein, H. (2021). Analysis of the Work Environment and Workload and Its Influence on the Performance of Bapenda Employees of Kampar Regency. *Menara Ilmu*, XV(01), 95–106. <http://jurnal.umsb.ac.id/index.php/menarailmu/article/view/2459> Lingkungan conducive work provides a sense of security and allows employees%0A to be able to work optimally. If the employee enjoys the work environment in which he works, then %0Aemployees are
- Putri, F. ifani. (2014). The Relationship between Work Motivation and Work Commitment. *Educational Administration*, 2(1), 220–831.
- Continued, R. (2016). *ORGANIZATIONAL COMMITMENT DIMENSION: ITS IMPACT*



ON WORK BEHAVIOR IN PUBLIC SECTOR ORGANIZATIONS. pp. 28–37.

Saragih, R. S., & Siagian, N. F. (2020). The Influence of Individual Characteristics and Work Ethic on Employee Performance at the Regional Secretariat of Simalungun Regency. *Journal of Economics and Business (EK&BI)*, 3(1), 268. <https://doi.org/10.37600/ekbi.v3i1.122>

Sari, N. G. A. A. D. Y. (2023). *THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS, COMPETENCE AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT. VEGAS VIVA VENTURY BALI*. 08, 6684–6696.

Sembiring, M., Jufrizen, J., & Tanjung, H. (2021). The Effect of Job Satisfaction Mediation on the Influence of Motivation and Work Ability on Employee Performance. *Maneggio: Scientific Journal ...*, 4, 131–144. <https://jurnal.umsu.ac.id/index.php/MANEGGIO/article/view/6775>

Sugiyono. (2018). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta Publisher

Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta Publisher

Usman, S., Lasiatun, K. M. T., Kesek, M. N., & ... (2023). Factors Affecting Employee Performance (Resource Management Literature Study). *Journal of Education ...*, 7, 10462–10468. <https://jptam.org/index.php/jptam/article/view/8016%0Ahttps://jptam.org/index.php/jptam/article/download/8016/6573>

