



## Performance Improvement Model Through Task Commitment as Intervening

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### ABSTRACT

**The purpose of this research** to test empirically how the influence of work culture, organizational support and task commitment to performance directly and indirectly. The study involved as many as 49 respondents to civil servants who worked at the Community and Village Empowerment Service of West Sumatra Province. This research was conducted using probability sampling and proportionate stratified random sampling techniques. Data processing using SPSS with Path Analysis. The results of this study indicate that work culture has a significant effect on employee performance; Organizational Support has a significant effect on Employee Performance; Work Culture has a significant effect on Employee Task Commitment; Organizational Support has no significant effect on Employee Task Commitment; Task Commitment has a significant effect on Employee Performance; Task Commitment as an intervening variable gives influence between Work Culture and Employee Performance; Task Commitment as an intervening variable has no effect between Organizational Support and Employee Performance

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### INTRODUCTION

In achieving effectiveness in an organization, employee performance plays an important role. For this reason, employee performance needs to be assessed in evaluating employee work performance with a certain set of benchmarks that are objective and related to one's duties and are carried out in a systematic way. *periodically* (Irawan (2002). Performance measurement is closely related to financial aspects, customer satisfaction (customer), employee satisfaction. Community and stakeholder satisfaction and time (LAN and BPKP, 2005)

The phenomenon that occurred at the Community and Village Empowerment Service (DPMD) of West Sumatra Province, the non-implementation of work culture is characterized by the tendency of employees to neglect and procrastinate work. so the work should be done. When carrying out training activities, accountability in the form of SPJ, is often postponed and the various other tasks and activities carrying out other tasks that must be carried out at the beginning are not completely carried out. Even though with the current cash flow system, requests for disbursement of activity funds based on a non-cash system, employees are required to complete financial accountability according to requests and activity accountability reporting.

The role and function of the support from the function of the DPMD secretariat is very large to make a work reference and SOP for the main tasks and functions for transparent work. Also support from the organization in drafting rules and regulations internally which is strengthened by the decision of the Head of DPMD regarding the division of tasks for all employees. If someone does not carry out their duties, they will feel ashamed if they do not carry out their main tasks and daily functions. The phenomenon that underlies this research, unfulfilled performance as a result of not implementing work culture and organizational support for fulfilling task commitments to realize the DPMD Financial budget is shown in table 1 below:

Table 1. Data on Percentage of Achievement Realization of Activities				
No	Quarterly	Deadline for Implementation	Target	Realization
1	Quarter I	March	25 %	9.6 %
2	Quarter II	June	50 %	32.9 %
3	Quarter III	September	75 %	43.15 %
4	Quarter IV	December	100 %	92.65 %

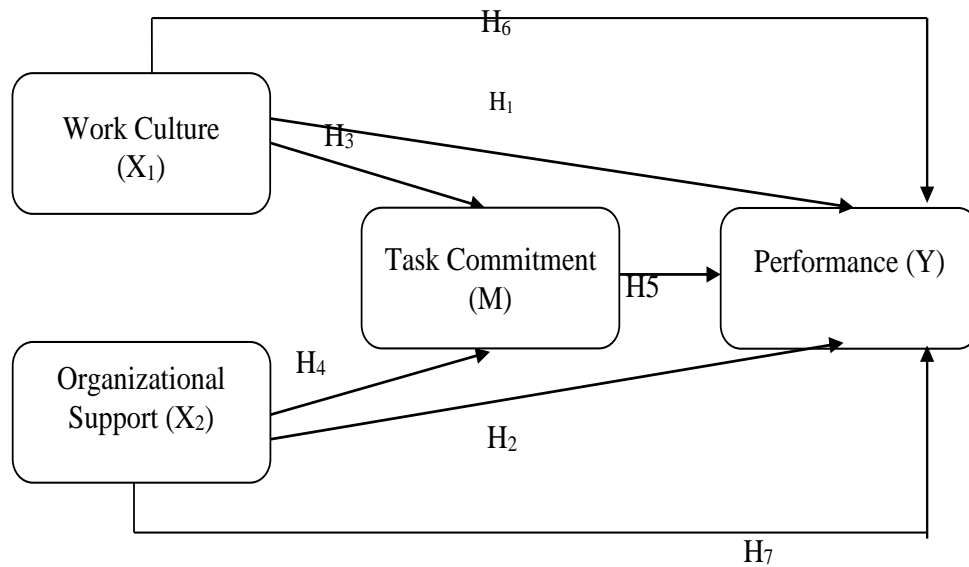
Data source: West Sumatra DPMD 2021

Based on the presentation of table 1 above, it is shown that the realization targets that should be realized on a quarterly basis do not reach the targets set. In the first quarter, which at the end of the activity was targeted at 25%, it turned out to be 9.6%. In the second quarter, the implementation of activities was targeted at 50%, but the realization was 32.9%. In the third quarter, the implementation of activities was targeted at 75%, in fact the realization was 43.15%, and in the fourth quarter, the target for implementing activities was targeted at 100%, in fact the realization was 92.65%.

In fact, performance improvement is the most important thing desired by both employees and the organization. This statement is corroborated by the Organizational theory put forward by Veiitzhal etc (2012) which states that in fact any organization wants optimal employee performance for the benefit of increasing work results and organizational profits. On the other hand, employees have an interest in self-development and job promotion. To fulfill these two desires, a good performance management system and strong organizational support are needed.

Human resources have an important role for the organization because human resources as system managers keep running. Of course the management must pay attention to important aspects such as competence, discipline, good work culture, education and training as well as the comfort level of work so that the employee concerned can be encouraged to provide all abilities according to what is needed by the organization. Human resources with good performance will eventually produce good employee performance as well. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Ni kadek Suryani, Etc., 2020).

Thus, the framework in this study can be seen in the following figure:



**Figure : 1: Conceptual framework**

**Based on this conceptual framework, the hypothesis can be stated**

1. Work Culture influences the performance of civil servants at the Office of Community and Village Empowerment of West Sumatra Province
2. Organizational support influences the performance of civil servants at the Office of Community and Village Empowerment in West Sumatra Province
3. Work Culture influences the Commitment of Civil Servant Tasks at the Community and Village Empowerment Service of West Sumatra Province
4. Organizational support influences the Commitment of Civil Servant Tasks at the Office of Community and Village Empowerment in West Sumatra Province
5. Task Commitment affects the performance of civil servants at the Office of Community and Village Empowerment of West Sumatra Province
6. Task Commitment has an effect as an intervening variable between Work Culture and Civil Servant Performance at the Community and Village Empowerment Service of West Sumatra Province
7. Task Commitment has an effect as an intervening variable between Organizational Support and Civil Servant Performance at the Community and Village Empowerment Service of West Sumatra Province

3.

#### 4. METHODS

The study involved as many as 49 respondents to civil servants who worked at the Community and Village Empowerment Service of West Sumatra Province. This research was conducted using probability sampling and proportionate stratified random sampling, the method is to provide equal opportunities for each element that makes up the population in this study (Sugiyono, 2013; 120). Data processing using Path Analysis using SPSS.

## RESULTS AND DISCUSSION

**Research result** This will provide an explanation and interpretation of the research results that have been analyzed in order to answer the hypothesis.

### Path Analysis

**Path analysis** is an extended regression model used to test the alignment of the correlation matrix with two or more models of causal relationships compared by researchers

#### a. Model I line

The following path analysis stage 1 is to examine the direct relationship between Work Culture and Organizational Support on Performance. And the relationship between the variables Work Culture and Organizational Support to Task Commitment, then the relationship between Task Commitment to Performance. By using SPSS to determine whether there is influence of the independent variable (Work Culture and Organizational Support) on the dependent variable (Performance)). This can be seen in table 2 below:

**Table 2. Summary of Work Culture Influence Analysis Test Results And Organizational Support For Performance**

Dependent variable	Free Variables	Betas	Significance
Performance (Y)	Work Culture (X1)	0.482	0.000
	Organizational Support (X2)	0.487	0.000
	F	37,302	0.000
	R2		0.742

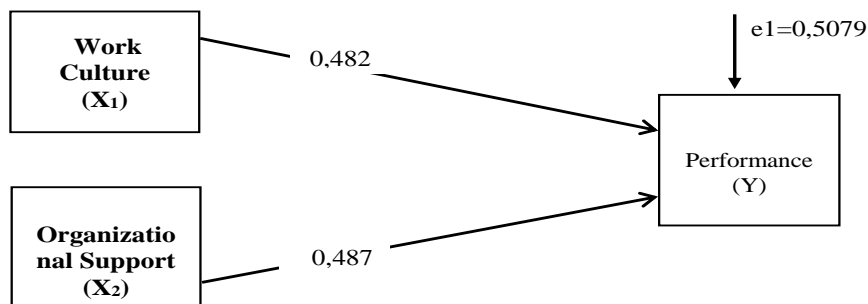
Source: Results of Data Processing

The significance value of the work culture variable (X1) = 0.000 < 0.05. This means that Work Culture (X1) has a significant effect on Performance (Y) while the Organizational Support variable (X2) = 0.000 < 0.05 which means Organizational Support (X2) has a significant effect on Performance (Y). From the value of R2 (R Square) contained in table 2 is 0.742 which means that the contribution of variables X1 and X2 to Y is 74.2% and the remaining 25.8% is a contribution from other variables not included in the study. And from the value of R2 (R Square),  $e1 = \sqrt{1 - 0.742} = 0.5079$

Based on the results above, the structural equation is obtained, namely:

$$Y = 0.482X1 + 0.487X2 + 0.5079$$

From the processing of the data above, the Model I Path Diagram can be obtained, as follows:



**Figure 2. Model I – Path Analysis**

#### b. Model II line

Multiple linear regression analysis is still used to obtain the path coefficients of the two models, with the aim of knowing whether there is any influence of the independent variable (Work Culture and Organizational Support) on the dependent variable (Task Commitment). This can be seen in table 3 below:

**Table 3. Summary of Work Culture Influence Analysis Test Results And Organizational Support Against Task Commitment**

Variable intervene	Free Variables	Betas	Significance
Task Commitment  (M)	Work Culture (X1)	0.559	0.002
	Organizational Support (X2)	0.254	0.156
	F	54,109	0.000
	R2		0.702

Source: Results of Data Processing

Based on the table above, it is found that the significance value of the Work Culture variable (X1) = 0.002 < 0.05, this means that Work Culture (X1) has a significant effect on Task Commitment (M). Meanwhile, the significance value of the Organizational Support variable (X2) = 0.156 > 0.05, which means that Organizational Support (X2) has no significant effect on Task Commitment (M). The value of R2 (R Square) in table 3 is 0.702 which means that the contribution of variables X1 and X2 to M is 70.2% and the remaining 29.8% is a contribution from other variables not included in the study. And from the value of R2 (R Square), e2 is obtained by means of  $e2 = \sqrt{(1-0.702)} = 0.5458$ .

Based on the results above, the structural equation is obtained, namely:

$$Y = 0.559.X1 + 0.254.X2 + 0.5458$$

Furthermore, multiple linear regression analysis is still used in subsequent research to obtain the path coefficient of the two models, with the aim of determining whether there is an effect of the intervening variable Task Commitment on the dependent variable (Performance). Can be seen in the table below

**Table 4. Summary of Work Culture Influence Analysis Test Results And Organizational Support For Performance**

Dependent variable	Intervening Variables	Betas	Significance
Performance  (Y)	Task Commitment (M)	0.901	0.000
	F	14,976	0.000
	R2		0.755

Source: Results of Data Processing

And for the variable Task Commitment (M) = 0.000 < 0.05, which means that Task Commitment has a significant effect on Performance (Y). As well as for the value of R2 (R Square) contained in table 4 is 0.755 which means that the contribution of the Intervening variable task commitment (M) to the Performance Variable (Y) is 75.5% and the remaining 24.5% is the contribution of the variable others not included in the study. From the value of R2 (R Square), e2 is obtained by means of  $e2 = \sqrt{(1 - 0.755)} = 0.4949$

Based on the results above, the structural equation is obtained, namely:

$$Y = 0.901 M + 0.4949$$

From the processing of the data above, we can obtain the Path Diagrams of Models I and II, as follows:

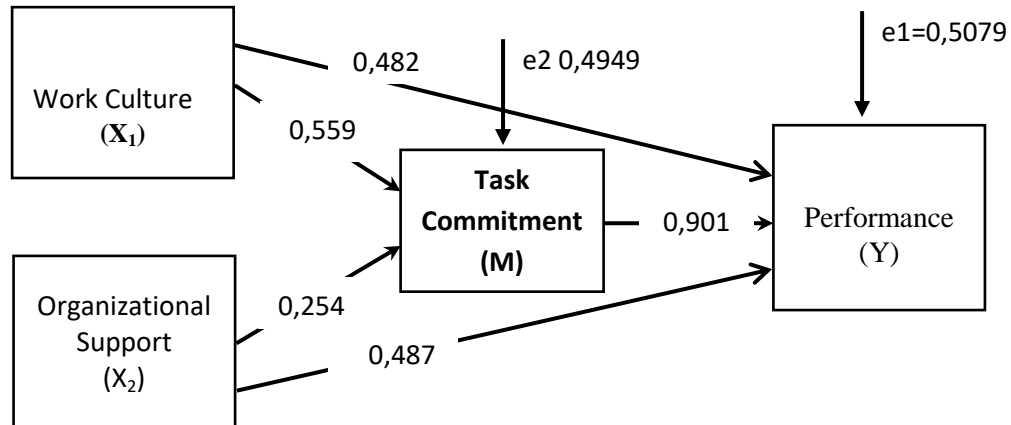


Figure 4. Model II – Path Analysis

#### Direct and Indirect Effect Test

The following path analysis stage I is to examine the direct relationship between Work Culture and Organizational Support on Performance. And the variable relationship between work culture and organizational support for task commitment. Relationship between Task Commitment to Performance. Furthermore, testing the path analysis stage II is to test the indirect relationship and whether the task commitment variable functions as an intervening variable to strengthen or weaken the effect of the relationship between Work Culture and Organizational Support on Performance.

**Table 6. Summary of Analysis of the Effect of Task Commitment as an Intervening Variable The Relationship Between Work Culture, Organizational Support To Performance**

Dependent variable	Variable	Regression Coefficient and Significance			
		Stage 1		Stage 2	
	<i>Free Variable</i>	B	Sig	B	Sig
Performance (Y)	Work Culture (X1)	0.482	0.000	0.586	0.000
	Organizational Support (X2)	0.487	0.000	0.236	0.053
	Mediation Variables				
	Task Commitment (M)	-	-	0.565	0.000
	R2	0.742		0.753	
	R2 change	0.011			

Based on table 6 it can be seen that at stage 1, the Work Culture dimension (X1) has a significant effect on performance with the magnitude of the Work Culture regression coefficient is 0.482 and the significance level is 0.000. Likewise with the second independent variable Organizational Support (X.2) with a regression coefficient of 0.487 and a significance level of 0.000. This means that Organizational Support (X2) has a significant effect on performance. Furthermore, it can be explained here that the effect of the independent variable on the dependent variable is explained by the R2 value of 0.742 or 74.2%.

In the second stage, the variable dimension of Work Culture (X1) has a significant effect on performance with the magnitude of the regression coefficient Work Culture is 0.586 and the significance level is 0.000. Likewise with the second independent variable Organizational Support (X2) with a regression coefficient of 0.236 and a significance level of 0.053. This means that Organizational Support (X2) has no significant effect on Task Commitment. Furthermore, it can be explained here that the influence of the intervening variable Task Commitment on the dependent variable Performance with a regression coefficient of 0.565 and the significance level used is 0.000.

Based on the value of the relationship between the influence of the Work Culture and Organizational Support variables on Performance in the first stage is as large as explained by the R2 value of 0.742 or 74.2%, when compared to the test of the effect of the Work Culture and Organizational Support variables on task commitment in the second stage by entering variables intervening Task Commitment where the effect is explained by the R2 value of 0.753 or 75.3%. From the results of the two effects it is explained here that the Task Commitment variable mediates the relationship between Work Culture and Organizational Support on Performance and there is an increase in effect of 0.011%.

### Hypothesis Test Results

From the two path analysis models, the authors obtained an analysis of the results of the hypothesis for this study, namely:

1. Analysis of the influence of Work Culture (X1) on Performance (Y); From the analysis of the variables above, a significant value is obtained (X1) = 0.000 < 0.05. This is meaningful that work culture (X1) has a significant effect on performance (Y). So Hypothesis 1 accepted.
2. Analysis of the effect of Organizational Support (X2) on Performance (Y). From the analysis of the variables above, the value of the Organizational Support variable (X2) = 0.000 < 0.05 is obtained. This means that Organizational Support (X2) has a significant effect on Performance (Y) so that Hypothesis 2 is accepted,
3. Analysis of the influence of the Work Culture variable on Task Commitment (M). From the analysis of the variables above, the value for the Work Culture variable (X1) = 0.002 < 0.05 is obtained. This means that Work Culture (X1) has a significant effect on Task Commitment (M). So that Hypothesis 3 is accepted.
4. Analysis of the effect of Organizational Support (X2) on Task Commitment (M). From the analysis of the variables above, it is found that the value of the Organizational Support variable (X2) = 0.156 >
5. 0.05. This means that Organizational Support (X2) has no significant effect on Task Commitment (M). So that Hypothesis 4 is rejected.
6. Analysis of the influence of the Task Commitment variable (M) on Performance (M). From the analysis of the variables above, the value of the variable Task Commitment (M) = 0.000 < 0.05 is obtained. This means that Task Commitment (M) has a significant effect on Performance (Y). So that Hypothesis 5 is accepted
7. Analysis of the effect of Work Culture (X1) through Task Commitment (M) on Performance (Y). The following is a path analysis to examine the relationship between length of Work Culture and Organizational Support on task commitment and whether the relationship between Work Culture and Organizational Support on Performance is mediated by Task Commitment with figure 4. Model II – Path Analysis. However, Work Culture and Organizational Support also have an indirect relationship to performance, namely from Work Culture, and from Organizational Support to Task Commitment

and then to Performance. From the analysis of the variables above, it is obtained that the direct influence exerted by the Work Culture variable (X1) on Performance (Y) is 0.482. Meanwhile, the indirect effect that X1 has through M on Y is the multiplication of the beta value of X1 on M and the value of beta on Y, which is  $= 0.559 \times 0.901 = 0.5036$ .

8. Based on the results of this calculation, it is known that the direct influence value is 0.482 and the indirect effect value is 0.5036, which means that the indirect effect value is greater than the direct influence value. These results indicate that indirectly Work Culture (X1) through task commitment (M) has a significant influence on performance (Y). So that Hypothesis 6 is accepted.

9. Analysis of the effect of Organizational Support (X2) through Task Commitment (M) on Performance (Y). From the analysis of the variables above, it is obtained that the direct influence exerted by the Organizational Support variable (X2) on Performance (Y) is 0.487. Meanwhile, the indirect effect that X2 has through M on Y is the multiplication of the beta value of X2 on M and the beta value of M on Y, which is  $= 0.254 \times 0.901 = 0.2288$ . Then the total effect given by Organizational Support (X2) on Performance (Y) is  $= 0.487 + 0.2288 = 0.7158$ . Based on the results of this calculation it is known that the direct influence value is 0.487 and the indirect effect value is 0.2288 which means that the indirect effect value is smaller than the direct influence value. These results indicate that indirectly organizational support (X2) through task commitment (M) has no significant effect on performance (Y). So that Hypothesis 7 is rejected.

## DISCUSSION

This section contains a discussion of the influence of each variable Work Culture (X1) and Organizational Support (X2) on the Performance Level of Employees of the Community and Village Empowerment Office of West Sumatra Province

### **The Effect of Work Culture, Organizational Support on Performance**

In relation to the hypothesis that has been developed where Work Culture, Organizational Support and Task Commitment have a significant effect on Employee Performance. The results of this study provide an indication that Work Culture and Organizational Support and Task Commitment are so important in explaining the level of performance for all Employees of the Community and Village Empowerment Office of West Sumatra Province. The results of this study are relevant to the study or research conducted, Lumenta (2019), which states that there is a significant effect of Work Culture and Organizational Support on performance.

### **Influence of Work Culture, Organizational Support on Task Commitment**

In connection with the hypothesis that has been developed where Work Culture has a significant effect on Task Commitment, and Organizational Support also has a significant effect on Task Commitment. The results of this study provide an interpretation that Work Culture and Organizational Support are so important in explaining the level of Task Commitment.

The results of this study are relevant to previous researchers conducted by: Ratnawat etc (2018) whose research entitled The Effect of Work Culture and Organizational Commitment on Performance Through the TULTA Method as a Control Variable found that there is a significant influence between Work Culture on Performance. The perception of previous research, one of the independent variables, has the same dependent variable and different objects and locations. In this study, it is also argued about the variables Work Culture, Organizational Support, and Task Commitment as intervening variables. As stated in this study, it actually strengthens the results of several previous research results

## CONCLUSION





The conclusion of this study shows that work culture has a significant effect on employee performance; Organizational Support has a significant effect on Employee Performance; Work Culture has a significant effect on Employee Task Commitment; Organizational Support has no significant effect on Employee Task Commitment; Task Commitment has a significant effect on Employee Performance; Task Commitment as an intervening variable gives influence between Work Culture and Employee Performance; Task Commitment as an intervening variable has no effect between Organizational Support and Employee Performance Office of Community and Village Empowerment of West Sumatra Province.

This research suggests to policy makers, that making policies aimed at DPMD employees of West Sumatra Province can improve performance by building a good work culture, which is solely used to achieve maximum performance. It is suggested to policy makers, to make policies aimed at respondents in terms of Organizational Support so that each DPMD Officer of West Sumatra Province makes the application of working hour targets a reference for Organizational Support.

Furthermore, to increase Task Commitment it is suggested to policy makers, to make policies aimed at DPMD employees of West Sumatra Province by providing work

feedback so that fairness in performance appraisal can be conveyed transparently. To improve performance in the future, it is suggested to policy makers to make policies aimed at employees in terms of performance so that each employee of the Community and Village Empowerment Office of West Sumatra Province provides an understanding of maximum performance.

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