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Work Loyalty and Employee Performance: The Mediating Role of Organizational Commitment

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Abstract

Work loyalty and organizational commitment have a very important meaning for every company in improving employee performance. State-owned companies engaged in clean water services are very concerned about employee performance to improve services to the community. This research was conducted at a government-owned clean water company in Surabaya, East Java, Indonesia with the aim of analyzing the effect of work loyalty on employee performance, employee loyalty on organizational commitment, organizational commitment on employee performance and employee loyalty to employee performance through organizational commitment. This study uses 63 employees of clean water companies as the population. The sampling technique used was total sampling technique. Data analysis used Structural Equation Modeling (SEM) Partial Least Square (PLS). The results showed that work loyalty has an effect on employee performance, employee loyalty has an effect on organizational commitment, organizational commitment has an effect on employee performance, and organizational commitment is able to mediate the effect of employee loyalty on employee performance.

Keywords

Work loyalty, Structural Equation Modeling, organizational commitment, Partial Least Square employee performance.

1. Introduction

Many experts say that human resources are the most valuable asset for a company and therefore they should be managed efficiently to ensure increased productivity. The existence of human resources in a company plays a very important role. Human resources have great potential to carry out business activities. For this reason, the company must optimize the potential of each employee to get optimal productivity. The success of a company is strongly influenced by the performance of its employees.

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Mangkunegara (2016) explained that performance is the result of work (output) either quality or amount achieved by an employee in carrying out tasks based on the responsibilities assigned by the company to the employee or employee. Good performance is maximum performance, meaning that performance is based on the standards set by the company and is able to support the organization in achieving the mission and goals of the organization. Increased employee performance has an impact on the development of the organization so that it can exist and continue in a very fierce competition. Employee performance itself will be influenced by various factors related to HR or related to the organizational environment. Each organization certainly has a guideline and order that must be obeyed by all workers, among others, namely the presence of employees, all employees are required to come according to the working hours that have been set by each organization. Employee performance is work performance in terms of quality and amount that can be achieved by a worker in carrying out his duties based on the responsibilities that the company has handed over to the worker (Widia and Rusdianti, 2018). Employee performance can be seen from the quantity of work achieved by workers, the level of efficiency and effectiveness of workers in carrying out their duties, and on time in completing tasks that have been set by the company (Mangkunegara, 2016). Meanwhile, according to Robbins (2015) employee performance is a function of the

relationship between competence or ability and motivation. Robbins (2015) also explains that the determination of performance goals is to prepare useful goals not only for carrying out a performance evaluation at the end of the period. Robbins (2015) explains that employee performance is a function of the relationship between competence and motivation. Determination of performance goals is useful for setting targets to be targeted and not only for evaluating performance at the end of the period but for managing work processes during that period.

From several empirical studies, it can be seen that employee performance is influenced by several factors, including work loyalty (Tamba et al., 2018; Pradana and Nugraheni, 2015; Saputra et al., 2016) and organizational commitment (Elisabeth et al., 2021; Amri et al., 2021; Ratnasari et al., 2020). Hasibuan (2016) explains that loyalty is reflected by employee actions to maintain and defend the organization inside and outside of work from undermining irresponsible parties. Loyalty is identical to the psychological condition that unites employees with the company. Thus, employee loyalty is not only physical loyalty to their existence in the company, but also includes the attention, thoughts, dedication and ideas that are fully devoted to the company. Currently, employee loyalty is not just doing job descriptions, but also includes employee loyalty in maintaining and protecting the company from disturbances that can harm the company. Rachmawati (2015) defines organizational commitment as an attitude that reflects the "loyalty" of employees and is a continuous process of how an employee expresses their concern for the success and goodness of his company. Employees with high work loyalty will always support company policies, strive to achieve company goals and will stay at the company. Meanwhile, employees who do not have work loyalty will have turnover intention and this turnover intention is more dangerous than the real turnover because employees who have turnover intention are still working at the company but their minds are not focused on work, causing low productivity (Suyono et al, 2020).

Commitment includes work involvement. This is because there is a close relationship between work involvement and organizational commitment. Job involvement is the degree of willingness to unite himself with work, invest his time, ability and energy in work, and consider his work as a major part of his life. Commitment from employees is something important. Because of the impact, among others, on delays, absenteeism, the desire to change jobs, and labor turnover. Organizational commitment is a reflection of employee attitudes or behavior towards the company in the form of loyalty and actions to achieve the vision, mission and goals of the organization. Employees can be said to have a commitment if they have a high commitment to the company, this can be known by looking at the characteristics of trust and also strong support for the goals and values of the company, have a very strong will to work to achieve company goals and always put yourself as part of the company. Organizational commitment is something important because if employees are committed and will be willing to serve the company then they will fight hard to achieve company goals. One effort to increase employee commitment to the company is to increase employee job satisfaction. High job satisfaction will make employees more committed to the company. Satisfied employees will not work with full creativity and always support the policies and decisions taken by the company. Employees with high commitment are expected to be able to provide high performance.

This research was conducted at a government-owned clean water company in Surabaya, East Java, Indonesia. A regional company in charge of providing clean water services to the people of East Java Province, Indonesia. Because the function of this company is so important to provide clean water services to the community, the researchers are interested in conducting research on the factors that can improve employee performance in government-owned clean water companies. These factors include employee loyalty and organizational commitment. With the support of good employee performance, this company will certainly be able to improve clean water services to the community.

2. Literature Review and Hypotheses

2.1 Employee Performance

Employee performance is one of the success factors that influence the achievement of personal goals, which can be sourced from the output of organizational goals (Rivai, 2015). Meanwhile Hasibuan (2016) said that performance is the result of a person in completing the work or task assigned to him according to skill, knowledge, insight, attitude and time. The same thing was conveyed by Widodo (2016), that performance is the level of output or the result of a person's work from a goal that must be achieved or a job that must be completed in a certain period. Mangkunegara (2016), explains that the term "performance" comes from the term work performance or actual performance (achievement or actual work performance of a person), namely the quality and quantity of work carried out by an employee in carrying out his duties or work. Performance is a condition that must be understood and ensured by

certain parties to determine the level of performance of the relevant organization based on the vision adopted by the organization or company, and to know the positive or negative consequences of the policy.

Based on research by Mathis and Jakson (2015), the factors that influence the performance of individual employees are:

1. Ability of workers
2. Motivation.
3. Get support.
4. There is work they do.
5. Its relationship to the organization.

Meanwhile, Gibson (2015) explains several factors that influence performance, namely:

1. Competence, (ability), personality and interest in work.
2. Be clear and accept or explain the role of the worker, which is the level of understanding and acceptance of the tasks assigned to him.
3. The level of motivation of workers, namely the power to encourage, guide and maintain behavior.

Work standards are very necessary in measuring a person's performance so that everyone who works will know whether his work is in accordance with the standards set by the company or not. Traditionally, a person carries out work according to a job description that includes job responsibilities and responsibilities. However, performance standards must emphasize work results rather than tasks, so that a set of work standards describes the results that must exist and occur in the completion of a satisfactory job. The development of performance standards based on job descriptions will provide job opportunities for supervisors and employees. Therefore, the job description can be used as an overview of the overall goals that must be achieved by subordinates in supporting organizational goals. Sofyandi (2013) suggests the function of performance standards, namely: "performance standards are certain goals that must be achieved by employees, must be realistic, measurable, and obtain positions".

Performance standards compiled from job descriptions can be used to link static job definitions with dynamic performance, or they can be created for everyone based on job descriptions. Sofyandi (2013), said that performance standards can provide satisfaction if:

1. The statement identifies several key areas of employee responsibility
2. Including how to do work activities
3. Focus on quantitative mechanisms to measure performance results.

This performance standard is very much needed in the work environment, refers to activities that are the main part of employee responsibilities and aims to improve the quality of products or services, can operate more efficiently and can increase the number of results. In addition, performance standards may also be required for the area of problem solving, which involves the definition of the main problems encountered or anticipated. Usually, the goal is to eliminate predefined problems. It is also necessary in the area of innovation, in this area refers to new ways of working, and may be effective in evaluating new employee ideas and continuous employee growth in tennis and related fields.

Gomes (2016) said that there are several provisions used to measure worker performance, include:

1. Workload, namely the number of jobs obtained in a certain period of time.
2. Quality of work, namely the quality of work based on suitability and readiness.
3. Work knowledge, breadth of knowledge about work and skills.
4. Creativity, namely the originality of the ideas generated and actions to solve problems that arise.
5. Cooperation, namely the willingness to cooperate with other people (senior members of the organization).
6. Reliability, namely awareness and credibility in attendance and completion of tasks.
7. Initiative, namely the spirit of doing new tasks and expanding responsibilities.
8. Personal qualities, involving personality, leadership, friendliness and personal character.

2.2 Work Loyalty

Work loyalty is defined by Sudimin (2003) as the willingness of employees to participate in achieving company goals by using all abilities, skills, thoughts and time and keeping company secrets and not doing activities that cause the company to lose. Loyalty is formulated by Sudimin (2003) as loyalty to someone and not being a traitor when needed. Robbins (2015) argues that loyalty is a willingness to protect and save one's feelings and physical. Siswanto (2005) defines loyalty as a determination and willingness to obey, do, and distribute something that is obeyed with full responsibility and awareness. Agustian (2009) defines loyalty as loyalty to the principles that are believed.) Employee loyalty is defined as an emotional attitude that is encouraging and loves his work (Dessler, 2015.

Basically loyalty can be defined as a person's loyalty to something that can be in the form of physical or non-physical loyalty such as attention and thoughts. To be successful in achieving company goals, companies absolutely need employees with high loyalty. Hasibuan (2016) argues that employees show loyalty with the sincerity of employees to defend and protect the company where they work from interference from people who want to bring the company down. Similar opinions were expressed by Poerwadarminta (2002) loyalty is trust, devotion and loyalty that is dedicated to a person or agency, in which there is responsibility and love and behave and provide the best service. The attitude of the company is an attitude, namely how far an employee identifies the company where he works by showing a desire to work and try his best and loyalty to the company is a behavior, which is a person's decision to stay in the company. Robbins (2015) argues that loyalty is related to the level of trust, namely a desire to save and protect someone. If someone has loyalty and trust in something, then that person is willing to sacrifice and be loyal to what he believes in. Thus, loyalty has a positive correlation with the level of trust, the higher the level of employee trust in the company, the level of loyalty of the employee to the company is also higher.

Poerwopoespito (2014), stated that loyalty to work is reflected by the attitude of employees who dedicate their abilities and expertise, do work with responsibility, are honest and disciplined at work. The work loyalty of employees to the company will be able to create a sense of responsibility and create enthusiasm and work motivation (Nitisemito, 2015). In order to create employee loyalty to the company, the company must try to make employees feel they belong to the company. With the feeling of belonging to the company, employees will also feel the development of the company. Based on the definition expressed by the experts above, it can be concluded that work loyalty is an employee's loyalty to the company which is shown through a strong desire to remain in the company and work well for the progress of the company as well as being willing to sacrifice and carry out activities to achieve company goals.

Steers and Porter (1983) describe several aspects of loyalty, including: strong motivation to remain a member of the company, motivation to work as well as possible and have a definite belief in company values. Meanwhile (Nitisemito, 2015) emphasizes aspects of loyalty to employee work activities, including: obeying regulations, showing a responsible work brush. The attitude of obeying the regulations is shown by having the determination and willingness to comply with all regulations, orders from the company and not violating the prohibitions that have been set, both verbally and in writing. Responsibility which is characterized by the willingness of employees to do the work with the best results and awareness of the risks in carrying out the task will provide an understanding of the willingness and courage to bear this sense of responsibility will create work loyalty. Aspects of loyalty according to Kurniawan (2015) are as follows: a) Obedient and obedient, b) responsibility, c) devotion and d) honesty. Obedience is the ability of an employee to comply with all applicable company regulations and obey orders from superiors, and is willing not to violate the prohibitions set. Responsibility is characterized by the willingness of an employee to carry out the work to completion with good results, on time and dare to take risks for decisions made or actions taken. Devotion, namely the contribution of thought and energy to the company with sincerity and honesty, there is harmony between what is said and reality. From the information above, it can be concluded that work loyalty is an employee's loyalty to the company. An employee with high work loyalty will have a strong motivation to remain in the company, high motivation to develop the company, have high trust in the company.

Simamora (2002) explains that there are three main reasons for loyalty, namely, a) rational factors related to something that can logically be explained, such as: wages, bonuses, career paths, facilities provided by the company, b) emotional factors related to feelings or emotions. self-expression, such as: a comfortable work environment, a challenging job, a feeling of security because in the long term you can still work in the company, a proud job, a charismatic leader, work culture, awards from the company, c) Spiritual factors related to spiritual needs such as: spiritual work, spiritual satisfaction, religious leaders, company attitudes towards spiritual missions, opportunities to carry out spiritual activities. Furthermore, Steers & Porter (1983) suggested several factors that influence the emergence of work loyalty: a) personal characteristics, which consist of gender, education level, age, years of service, achievements, personality traits and race. b) Job characteristics, consisting of: challenging work, job enrichment, task identification, task feedback, job stress, opportunities for social interaction, and task suitability c) organizational structure characteristics, which can be seen from the level of formality, centralization, level of involvement In decision making, at least it has shown various levels of association with corporate responsibility, functional dependence and corporate control functions, d) experience gained in the company, in the form of a positive attitude towards the company after carrying out tasks in the company so as to create a sense of security, personal satisfaction that is felt comes from the company. Based on the explanation above, it can be concluded that work loyalty is influenced by rational factors such as wages, career paths and bonuses, emotional factors such as a

comfortable work environment, challenging work, and spiritual factors including spiritual needs such as freedom to worship. Several empirical studies conducted by several researchers (Pradana and Nugraheni, 2015; Tamba and Sambul, 2018) prove that work loyalty has a dominant effect on employee performance.

H1: work loyalty affects employee performance

2.3 Organizational Commitment

Sutrisno (2016) explains that organizational commitment is a high effort for the organization and a certain belief in acceptance of organizational values. Commitment to the organization also discusses employee closeness reflecting the strength of employee involvement and loyalty to the organization. Organizational commitment is seen as a value orientation towards the organization that shows individuals really think about and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. The success of organizational management is largely determined by the success in managing human resources. The high and low commitment of employees to the organization where they work, greatly determines the performance to be achieved by the organization. In the world of work, employee commitment has a very important influence, there are even some organizations that dare to include the element of commitment as a condition for holding the position/position offered in job advertisements. However, not infrequently employers and employees still do not understand the meaning of commitment seriously. Whereas this understanding is very important for the organization to create conducive working conditions, so that the organization can run effectively and efficiently. According to Robbins (2015), stated commitment to the organization is defined as a condition in which an employee sided with a particular organization and its goals, and intends to maintain membership in that organization. High commitment can be interpreted that siding with employees (loyalty) in the organization that employs them is high. Griffin (2017), states that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization, and devote more effort to work. According to Nasution (2017), organizational commitment is the bond between an individual and an organization, an idea or project that is realized in dedicating himself to the achievement of the organization's mission. So, organizational commitment is the attitude of employees to remain in the organization and be involved in efforts to achieve the company's mission, values and goals. Commitment is a more concrete form of loyalty that can be seen from the extent to which employees devote attention to ideas and responsibilities in the company's efforts to achieve organizational goals.

According to Greenberg (2015) the forms of organizational commitment are:

1. Effective commitment is the strong desire of a person to work for an organization or company because he agrees with the goals of the organization and wants to do it.
2. Continuance commitment is a person's strong desire to continue his work for the organization because he needs the job and cannot do other work.
3. Normative commitment is the strong desire of a person to continue his work for the organization because he feels obligated by others to be maintained.

Commitment to employees does not just happen, but through a process that is so long and gradual. Employee commitment to the organization is also determined by a number of factors, Steers in Sopiah (2015) identifies three factors that influence organizational commitment, include:

1. Personal characteristics of performance, including tenure in the organization, and the variety of needs and desires of each employee.
2. Job characteristics, such as task identity and opportunities to interact with coworkers.
3. Work experience, such as past reliability of the organization and the way other workers express and talk about their feelings about the organization.

Organizational commitment arises gradually in the employee's personality. Starting from a personal need for the organization, then moving into a shared need and a sense of belonging from members (employees) to the organization Wursanto (2015) suggests that the sense of belonging from members (employees) to their group can be seen in the following ways:

1. The existence of loyalty from members to other members.
2. The existence of loyalty of members to the group.
3. Willingness to sacrifice sincerely from the members for the survival of the group.
4. There is a sense of pride from group members when the group gets reproach, whether it is done by individuals or other groups.
5. The existence of good intentions from group members to maintain the good name of the group under any circumstances.

Several previous studies conducted by Ratnasari et al., (2020), Amri et al., (2021), and Elisabeth et al., (2021) proved that organizational commitment has a significant effect on employee performance, and work loyalty has a significant effect on organizational commitment. Therefore, the following hypothesis can be formulated:

H2: work loyalty affects organizational commitment.

H3: organizational commitment affects employee performance

H4: organizational commitment is able to mediate the effect of work loyalty on employee performance



Figure 1. Research Model

3. Methods

All employees of PT Air Bersih Jawa Timur, a government-owned clean water company in Surabaya, East Java, Indonesia, as many as 63 people were taken as research samples. The questionnaire technique is used to obtain data related to the research variables. The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale and data analysis technique used is Partial Least Square (SmartPLS).

4. Result and Discussion

4.1 Discriminant Validity

According to Ghazali (2014) discriminant validity can be known by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model.

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Employee Performance	0,823
Organizational Commitment	0,854
Work Loyalty	0,844

The data presentation in table 1 above shows that the AVE value of employee performance, organizational commitment, and work loyalty are above 0.5. So it can be concluded that each variable has good discriminant validity.

4.2 Composite Reliability

Composite Reliability is the part that is used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 (Ghozali, 2014). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Employee Performance	0,959
Organizational Commitment	0,946
Work Loyalty	0,956

The results in the table above state that all variables have a composite reliability value higher than 0.60, which means that all of these variables have good reliability.

4.3 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.7 (Eisingerich and Rubera 2010). The following is the cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Employee Performance	0,946
Organizational Commitment	0,914
Work Loyalty	0,938

From the table 3 above, it can be concluded that all variables have a high level of reliability. It can be seen that the Cronbach alpha value of all variables are bigger than 0.7. Thus these results indicate that all variables have met the requirements for the Cronbach alpha value.

4.4 Path Coefficient

Path coefficient evaluation is used to show how strong the effect or influence of the independent variable on the dependent variable

Table 4. Path Coefficient

Variable	Original Sample
Work Loyalty -> Employee Performance	0,334
Work Loyalty -> Organizational Commitment	0,390
Organizational Commitment -> Employee Performance	0,470
Work Loyalty -> Organizational Commitment -> Work Performance	0,183

Referring to the inner model scheme that has been shown in the table above, it can be explained that the largest path coefficient value is indicated by organizational commitment to employee performance of 0.470. Then the second biggest influence is work loyalty to organizational commitment of 0.390. Then next is work loyalty to employee performance of 0.334. Next is work loyalty to employee performance through organizational commitment of 0.183.

4.5 Hypothesis Testing

The result from data processing can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the comparison between T-Statistics value and the P-Values value. The research hypothesis will be accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this research through the inner model:

Table 5. Uji Hypothesis

Hypothesis	Correlation	T-statistics	P-Values	Result
H1	Work loyalty -> employee performance	3,029	0,003	Accepted
H2	Work loyalty -> organizational commitment	3,507	0,002	Accepted
H3	Organizational commitment -> employee performance	3,149	0,000	Accepted
H4	Work loyalty -> organizational commitment -> employee performance	2,032	0,043	Accepted

Referring to the data presentation above, it can be seen that all hypotheses proposed in this study can be accepted because all of them have a P value smaller than 0.05. The effect of loyalty on employee performance has a P value of 0.003 or less than 0.05. This means that the loyalty variable has a significant effect on employee performance. The effect of loyalty on organizational commitment has a P value of 0.002 or less than 0.05. This means that the

loyalty variable has a significant effect on organizational commitment. The effect of organizational commitment on employee performance has a P value of 0.000 or small and large from 0.05. This means that the organizational commitment variable has a significant effect on employee performance. The effect of loyalty on employee performance through organizational commitment has a P value of 0.002 or less than 0.05. This means that the loyalty variable has a significant effect on employee performance through organizational commitment.

5. Conclusion

The results showed that work loyalty had an effect on employee performance. This is based on the results of hypothesis testing where the P value of work loyalty on employee performance is less than 0.05, which means work loyalty has a significant effect on employee performance. This shows that the more positive work loyalty, the higher the employee's performance. Vice versa, the more negative work loyalty, the lower the employee's performance. The results showed that work loyalty has an effect on organizational commitment. This is based on the results of hypothesis testing where the P value of work loyalty to organizational commitment is less than 0.05, which means that work loyalty has a significant effect on organizational commitment. This means that the better the work loyalty, the better the organizational commitment will be. The results showed that organizational commitment had an effect on employee performance. This is based on the results of hypothesis testing where the P value of organizational commitment to employee performance is less than 0.05, which means organizational commitment has a significant effect on employee performance. This means that the more positive organizational commitment, the more positive impact on employee performance. Conversely, the more negative organizational commitment, the more negative impact on employee performance. The results showed that organizational commitment was able to mediate the effect of work loyalty on employee performance. This is based on the results of hypothesis testing where the P value of work loyalty on organizational commitment and employee performance is less than 0.05, which means organizational commitment is able to mediate the effect of work loyalty on employee performance.

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