

THE EFFECT OF LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON WORK
MOTIVATION AND PERFORMANCE

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Abstract: This research aims to determine and analyze the effects of leadership and organizational commitment on work motivation and performance of the members of Regency Regional Houses of People's Representatives of North Konawe Regency and analyze the role of work motivation in the relationship of leadership on performance and organizational commitment on performance of the members of Regency Regional Houses of People's Representatives of North Konawe Regency. There were 20 people as the research samples. The research data were collected using questionnaires and processed using Partial Least Square (PLS). Results of the research show that the leadership gives positive and significant effects on motivation and performance, organizational commitment gives positive and significant effects on motivation and performance. Also, motivation gives positive and significant effects on performance and the variable of work motivation serves a role as a mediating variable in the relationship of leadership on performance and organizational commitment on performance.

Keywords: Leadership, Organizational Commitment, Work Motivation, Performance

I. INTRODUCTION

Regency Regional Houses of People's Representatives (DPRD) is an organization or the Houses of People's Representatives at a region which reflects democratic governance structure and system in a region. DPRD as a public organization always faces dynamics and changes as a result of environmental changes so, it is necessary for an organization to adjust the changes in order to be more effective, efficient, competitive, adjective and responsible in the achievement of goals. The changes are such an obligation for organization in order to obtain ability to adjust any public problems, demands and desires. To achieve the goals, DPRD certainly requires human resources or in other words, it requires members of the DPRD with good performance.

Performance according to Mangkunegara (2005: 67) is defined as outcomes of works in a quality and quantity manners which is achieved by a person in accomplishing his or her tasks based on the responsibility given to him or her. Performance is a function of motivation and ability. Higher level of performance means emergence of higher level of efficiency, effectiveness, or quality of accomplishment of a series of tasks given to a person in an organization.

One of the factors giving effects on performance is leadership, Tolu et.al, (2021) and Adiyono, (2022). Leadership is defined as a process taken by a leader in giving effects on a person so that he or she acts based on what expected by the organization. Leadership is a process taken by a company manager in order to direct and give influence subordinates in any activities related to tasks to that the subordinates are willing to utilize all capabilities appropriately both as a personal and as a member of a team, in order to achieve the goals which are determined by the company. Leadership is a process of persuasion or role model in which a person (a leadership team) induces a group to achieve goals which are held by a person or divided by a leader and then the followers keep pace with the leader.

Another factor which can give effects on performance is organizational commitment, Ratnasari et.al, (2021). According to Kharis (2010) organizational commitment is a condition in which an employee takes sides of certain organization as well as goals and desires in order to maintain the membership in the organization. So, high level of work involvement means as partisanship to certain work by an individual. According to Moorhead and Griffin (2015:134) organizational commitment is a behavior reflecting a level of an individual in which he or she knows and relates to his or her organization. An individual with high level of commitment may see himself or herself as a true member of organization. Organizational commitment is an agreement to do some issues for themselves, other individuals, groups or organizations.

Organizational commitment is a sense of an employee psychological and physical relatedness to the organization which he or she works or the organization where he or she is its member. Psychological relatedness means that an employee is delightful and proud of working or being the member of organization (Duduaka et.al, 2020). In a research by Suhardi et.al, (2021) it found out that leadership has significant effects on performance.

In addition to leadership and organizational commitment, work motivation can also improve performance, Nguyen et al, (2020). Work motivation is a basic element for an organization to develop both government institutions and private institutions only for an expectation to realize goals and attempts taken simultaneously, systematically and planned. Work motivation can be said as a drive or stimulant which can encourage a sense of spirits and also can change individual behaviors to lead to better conditions. Work motivation includes attempts to encourage or give spirit to employees in working. Employee work motivation can be taken from inside as known as internal motivation and also external motivation which arise by any beyond influences in order to encourage a person to do any issues based on the expected goals. Work motivation is strength to cause individual to act in certain ways. The way to improve employee work motivation is by improving work motivation through training, for example training for work improvement, giving rewards for employees with achievement, making approach to optimize employee performance, conducting special activity to develop a sense of family relationship between employees and leaders.

The Regional House of People's Representative of North Konawe Regency is a Regional House of People's Representative which is domiciled as a Regional Government institution, which one of its functions is presented in the Law Number 23 of 2014 namely the budgeting, namely the authority in terms of the regional budget or regional revenue and expenditure budget (APBD).

Based on the results of the researchers' initial observations, the performance of DPRD members in North Konawe Regency in the discussion of the regional revenue and expenditure budget (APBD) is low, because each discussion is often messed by problems. This is as a result of problems, which on the one hand, the DPRD members are party representatives and on the other hand, they are representatives of the people according to their electoral districts (regional election area).

Based on this background, it is revealed that the objectives of this research are to determine and analyze the effects of leadership and organizational commitment on work motivation and performance of DPRD members in North Konawe Regency and to analyze the role of work motivation on the relationship between leadership and organizational commitment on the performance of members of the DPRD of North Konawe Regency.

II. LITERATURE STUDY

2.1. Leadership Concept

Leadership is defined as a way of a leader to give effects or influence to his subordinates so that they are willing to cooperate and work productively in order to achieve organizational goals (Hasibuan, 2018). According to Badeni (2016), leadership can be defined as one ability to influence a group to achieve certain goals. Robbins and Judge (2008) stated that leadership is an ability to influence certain group to lead to achievement of vision or a series of goals. Leadership is a process of influencing and supporting others to work enthusiastically towards achieving goals (Newstrom, 2011:171). Leadership serves as an important factor that assists individuals or groups identify their goals, and then motivate them from within to achieve the determined goals. According to Kartono (2008) leadership indicators include: (1). Decision-making skill, (2). Motivating skill, (3). Communication skill (4). Self-control skill and (5). Responsibility.

2.2. Organizational Commitment Concept

According to Kharis (2010) organizational commitment is a condition in which an employee takes sides of certain organization as well as goals and desires in order to maintain the membership in the organization. So, high level of work involvement means as partisanship to certain work by an individual. According to Moorhead and Griffin (2015:134) organizational commitment is a behavior reflecting a level of an individual in which he or she knows and relates to his or her organization. An individual with high level of commitment may see himself or herself as a true member of organization. Organizational commitment is an agreement to do some issues for themselves, other individuals, groups or organizations. The indicators of organizational commitment according to Robbins and Judge, (2011) include: (1). Affective, (2). Normative and (3). Continuation.

2.3. Work Motivation Concept

According to Sulistiyani (2003:58), motivation is “a process of giving stimulant to subordinates so that they can work based on the limits given in order to achieve organizational goals optimally”. Meanwhile, according to Sedarmayanti (2009:233), motivation is strength of an individual tendency for self-involvement in any activity based on work targets. It is not about a sense of relatively delightful to results of various works as satisfaction, but it is more as a sense of willingness to work in order to achieve work goals. Also, according to Siagian (2009:102), he stated that motivation is a driving force for a person to give contribution as much as possible for the sake of organization success in achieving it goals. Motivation is defined as an ability in directing employees and organizations to have willingness to work successfully so that it can achieve employee desires and organizational goals as well. Indicators used to measure motivation in this research refer to an opinion by McClelland in Burhanudin et.al; (2022) namely: (1). Needs for achievement, (2). Need for affiliation and (3). Need for authority.

2.4. Performance Concept

Mangkuprawira and Hubeis (2007:160) stated that employee performance is influenced by employee intrinsic and extrinsic factors. Another definition was from Pasolong (2007:175) which stated that performance is the quality of task and work-oriented behavior. This means that employee performance in an organization is determined by attitudes and behavior of the employees towards their work and orientation of the employees in carrying out their works. According to Simanjuntak (2005:221), the definition of performance is the level of achievement of results on the implementation of certain tasks. The performance of each person is influenced by many factors that can be classified into three groups, namely individual competence of the person concerned, organizational support, and management support. From these definitions, performance can be defined as a result of the actions of an employee based on his work and is supervised by certain people, namely a supervisor or leader and support from the organization. Performance variables according to Mangkunegara, (2009) have indicators consisting of: (1). Quantity, (2). Quality and (3). Time.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1. Conceptual Framework

This research is directed based on the problem formulation and research goals which want to be achieved, so this research aims to test and analyze leadership, organizational commitment and work motivation variables to the performance of the members of Regional House of People’s Representative of North Konawe Regency. The first variable to give effects on the performance is leadership. Leadership is a way of a leader to give effects or influence to his subordinates so that they are willing to cooperate and work productively in order to achieve organizational goals (Hasibuan, 2018). According to Badeni (2016), leadership can be defined as one ability to influence a group to achieve certain goals. Robbins and Judge (2008) stated that leadership is an ability to influence certain group to achieve its goals. Robbins and Judge (2008) stated that leadership is an ability to influence a group to achieve a vision or a series of goals.

Second variable to give effects on performance is organizational commitment. According to Kharis (2010) organizational commitment is a condition in which an employee takes sides of certain organization as well as goals and desires in order to maintain the membership in the organization. So, high level of work involvement means as partisanship to certain work by an individual. According to Moorhead and Griffin (2015:134) organizational

commitment is a behavior reflecting a level of an individual in which he or she knows and relates to his or her organization. An individual with high level of commitment may see himself or herself as a true member of organization. An individual with high level of commitment may see himself as a true member of the organization. Organizational commitment is an agreement to do some issues for themselves, other individuals, groups or organizations.

Meanwhile, another variable to give effects on performance is motivation. According to Hamalik (2011:158) Motivation is a change in self-energy (personal) which is characterized by the emergence of feelings and reactions to achieve goals. According to Hilgard as quoted by Sanjaya (2006:29), motivation is a condition within a person that causes a person to carry out certain activities in order to achieve certain goals. So, work motivation is an impulse that can cause someone to do activities or work to achieve goals. Indicators of work motivation according to McClelland in Burhanudin et al (2022) are need for achievement, need for affiliation and need for authority. Based on the theoretical explanation and empirical studies that have been described previously, the conceptual framework in this research is:

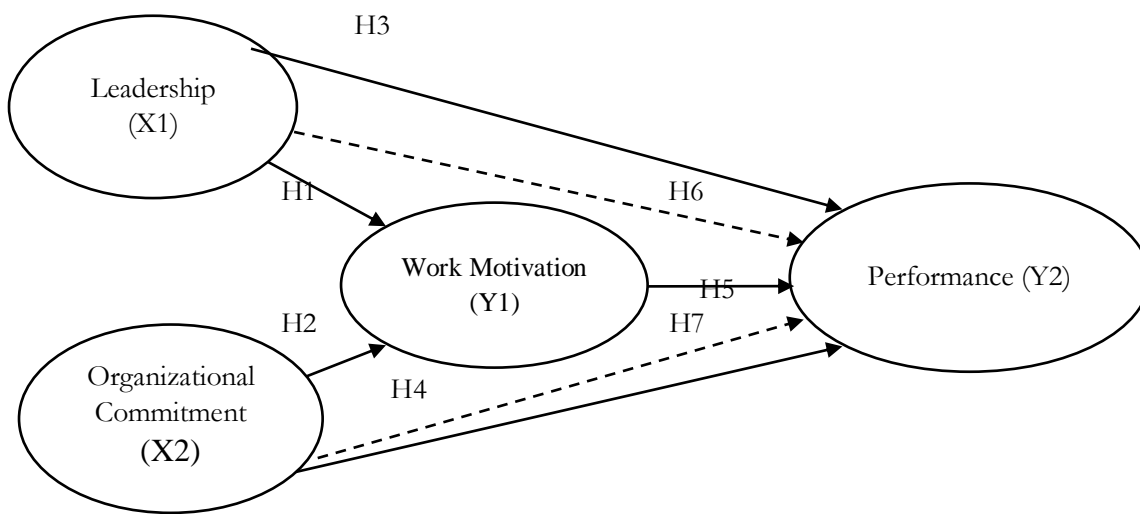


Figure 3.1 Variable Conceptual Framework

3.2 Research Hypotheses

Based on the conceptual framework and theories, then the researchers formulate the following hypotheses:

- H1 Leadership has positive and significant effects on work motivation
- H2 Organizational commitment has positive and significant effects on work motivation
- H3 Leadership has positive and significant effects on performance
- H4 Organizational commitment has positive and significant effects on performance
- H5 Work motivation has positive and significant effects on performance
- H6 Leadership has positive and significant effects on performance through work motivation
- H7 Organizational commitment has positive and significant effects on the performance of DPRD members in North Konawe Regency through work motivation

IV. RESEARCH METHOD

4.1 Research Location and Period

The location of this research is at the Secretariat of the Regional House of People's Representative of North Konawe Regency. The research period was 3 months with details of time: in the first and second months, the researchers conducted observations and tested the validity and reliability, then distributed the research instruments/questionnaires to the respondents. In the third month, the researchers collected questionnaires that had been filled out, processed and then analyzed the data.

4.2 Research Population and Respondents

Population is a generalization consisting of subjects who have certain qualities and quantities determined by the researchers to be studied and researched (Sugiyono, 2008). The population in this study were all members of the Regional House of People's Representative of North Konawe Regency, namely 20 people and all of them were used as the respondents.

4.3 Data Collection Technique

The data collection techniques in this study are:

1. The questionnaire is in the form of a list of questions given to the respondents to obtain any necessary information to answer research problems.
2. Documentation is the collection of supporting documents in the form of data that has been published by the Regional House of People's Representative of North Konawe Regency such as an overview, brief history, and job descriptions.

4.4 Data Analysis Technique

The data analysis method of this research is descriptive analysis and Partial Least Square (PLS). The purpose of the description analysis is to interpret the results of respondents' answers in the form of responses to statements through the frequency distribution of respondents' statements in the form of numbers, mean score and percentages. Furthermore, SPSS (Statistical Package for the Social Sciences) and PLS were used to analyze the data of this study with SmartPLS software. SmartPLS can be used to assess convergent validity, discriminant validity and instrument reliability. Structural equation modeling (SEM) was carried out using the PLS approach for this study. The PLS method is a powerful multivariate analysis method. The purpose of PLS is to examine the effects between the variables of this study, then combine it with descriptive analysis to explain each indicator (manifest variable).

The Structural Equation Modeling (SEM) method based on variance is known as the Partial Least Square (PLS) method.

V. RESULTS AND DISCUSSION

5.1. Analysis Results and Discussion

5.1.1. Evaluation of Measurement Model

Testing of Convergent Validity

Convergent validity measures validity of the indicators as construct measure which can be seen from outer loading. The indicator is considered valid if it has a loading factor value above 0.70 which is highly recommended, however, a loading factor value of 0.50-0.60 can still be tolerated with a t-statistic value above 1.96 or a p-value of «0.05. From the outer loading value, the contribution of each indicator to the latent variable can also be interpreted. The loading factor of an indicator with the highest value means that the indicator is the strongest or most important measure of reflecting the related latent variable.

Table 5.1 Results of Convergent Validity Testing

Variables	Indicator Items	<i>Outer Loading</i>	Information
Leadership	X1.1	0.841	Valid
	X1.2	0.941	Valid
	X1.3	0.967	Valid
	X1.4	0.765	Valid
	X1.5	0.723	Valid

Organizational Commitment	X2.1	0.840	Valid
	X2.2	0.852	Valid
	X2.3	0.893	Valid
Work motivation	Y1.1	0.898	Valid
	Y1.2	0.956	Valid
	Y1.3	0.841	Valid
Performance of DPRD members	Y2.1	0.919	Valid
	Y2.2	0.861	Valid
	Y2.3	0.858	Valid

Source: Processed Data 2022

Based on the results of the data analysis in the table, it can be seen that the estimated value of the outer loading obtained is above 0.70. Thus, the latent construct predicts indicators of mutual influence and interdependence between one variable and another.

Reliability Testing

Reliability testing is required to measure the stability and consistency of an instrument in measuring a concept or variable. In this study, reliability can be measured by looking at the composite reliability value. The results for the reliability test of this study can be seen in the following table:

Table 5.2 Testing of Cronbach’s Alpha and Composite Reliability

Variables	<i>Cronbach’s Alpha</i>	<i>Composite Reliability</i>
Leadership	0.902	0.929
Performance of DPRD Members	0.853	0.910
Organizational Commitment	0.827	0.896
	0.881	0.927

Source: Processed Data 2022

Based on the table, it can be seen that the Cronbach's Alpha value of each variable has a value greater than 0.7 and it is also known if the value of the composite reliability of each variable has a value greater than 0.7 so it can be concluded that the leadership variable, organizational commitment, work motivation and performance of DPRD members are declared to be reliable.

Evaluation of Goodness of Fit Model

The structural model is evaluated by taking into account the Q² predictive relevance model which measures how the level of appropriateness of the observed values which are generated by the model. Q² is based on the coefficient of determination of all endogenous variables. Magnitude with a range of 0 < Q² < 1, the closer the value to 1 means the better the model. The Q² values of the two endogenous variables are presented in the following table:

Table 5.3 R Square Values

Variables	R Square
Performance of DPRD Members	0.586
Work Motivation	0.521

Source: Processed Data 2022

Based on the value of the coefficient of determination (R²) presented in table 5.3, it can be seen that the value of Q² is calculated as follows:

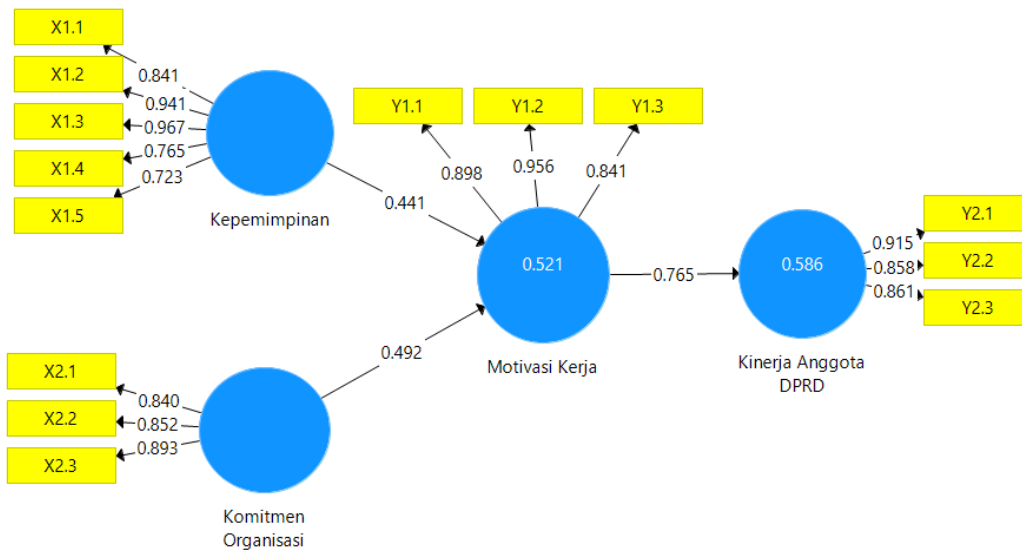
$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - ((1 - 0,521^2) (1 - 0,586^2)) \\
 &= 1 - ((0,728) (0,656)) \\
 &= 0,522
 \end{aligned}$$

Based on the results of the calculation of the perception data, it can be seen that the predictive relevance (Q^2) = 0.522 or 55.2%. This means that the accuracy of this research model can describe the diversity of leadership, organizational commitment, work motivation and performance variables of the members of DPRD of North Konawe Regency. The remaining 47.8 is explained by other variables excluded in this research model. In the end, the model can be used for hypothesis testing. That is, the Q^2 value obtained can be said to be a model that is formed and has good model accuracy because the value is above 52.2%.

5.1.2. Structural Model

Structural Model (*Inner Model*) is a structural model that relates latent variables to ensure that it has built an accurate structural model. This can be seen in the figure below:

Figure 5.1 Research Structural Model



Source: Processed Data 2022

Based on the figure, there are five direct influence paths and two indirect effects. Where for the direct path can be explained as follows:

Testing of Direct Path Coefficient

As for testing the direct path coefficient can be seen in the table as follows:

Table 5.4 Direct Effect Path Coefficient

Variable Effects	Original Samples	Standard Deviation	T statistics	P value
X1 → Y1	0.441	0.162	2.087	0.037
X2 → Y1	0.492	0.205	2.404	0.017

X1 → Y2	0.338	0.162	2.217	0.027
X2 → Y2	0.376	0.166	2.269	0.024
Y1 → Y2	0.763	0.073	10.447	0.000

Source: Processed Data 2022

Based on the data analysis in table 5.4, all direct effects between variables have positive and significant effects. This can be seen in the original sample column which shows that all original sample values are positive, which means in the same direction and all p-values are < from alpha 0.05 which means significant.

2. Testing of Indirect Effects Path Coefficient (Mediation)

To determine the mediating effect based on the hypothesis developed in this study, it can be described by the following table:

Table 5.6 Indirect Effect Path Coefficient

Variable Effects	Original Samples	Standard Deviation	T statistics	P value
X1 → Y1 → Y2	0.441	0.162	2.087	0.037
X2 → Y1 → Y2	0.492	0.205	2.404	0.017

Source: Processed Data 2022

The results of the indirect test between leadership and the performance of DPRD members through work motivation can be seen from table 5.6, which has an original sample value of 0.441 and is positive. The P value is more than 0.037, smaller than 0.05 (α), so it can be concluded that the leadership hypothesis has positive and significant effects on performance through work motivation. While the indirect test results between organizational commitments to the performance of DPRD members through work motivation can be seen from table 5.14 which has an original sample value of 0.441 and is positive. The P value is more than 0.037, smaller than 0.05 (α), so it can be concluded that the hypothesis of organizational commitment has positive and significant effects on performance through work motivation is accepted.

5.2. Discussion

5.2.1 Effects of Leadership on Work Motivation of Members of DPRD of North Konawe

Based on the above discussion, it is known that there is a positive and significant effect of leadership on the work motivation of DPRD members of North Konawe. This shows that good leadership will increase work motivation.

It can be seen from the research results, the highest indicator of the leadership variable is decision-making skill and self-controlling skill having good category. So, it is known that the majority of the DPRD members of North Konawe Regency assess that the leaders can formulate plan appropriately, can implement the formulated plans appropriately as well as can encourage the members to involve actively in decision-making.

5.2.2 Effects of Organizational Commitment on Work Motivation of DPRD Members of North Konawe

Based on the data analysis, it is known that there is a positive and significant effect of organizational commitment and work motivation for the DPRD members of North Konawe. This shows that good organizational commitment will increase work motivation.

The data analysis results can be seen that the highest indicator of the organizational commitment variable is continuation. It means that the DPRD members of North Konawe require progress in working for the work

success and they feel guilty if they do any activities which can disrupt their work outcomes. This research result support a statement by Kartika (2010) stating that strong organization commitment by an individual will cause individuals to work hard to achieve organizational goals based on planned leadership goals.

5.5.3 Effects of Leadership on Performance of the DPRD Members of North Konawe

Based on the data analysis, it is known that there is a positive and significant effect of leadership on the performance of the DPRD members of North Konawe. This shows that good leadership will improve the performance of the DPRD Members of North Konawe.

This research result support a theory of Trang, (2013) stating that life continuation of an organization depends on a leader. Leader serves as one of the indicator of success determinant in achieving organizational goals. A reformist leader must be sensitive to changes, must analyze their weaknesses and strengths both internal and external of the organization. So it can solve the problems, and improve employee performance and organizational performance. In all situations, leaders have a very essential role. A leader is a symbol, role model, supporter and also source of effects which can direct various activities and sources in order to achieve goals. Ability to unite human aspects can be such a difficulty, and this can be one of the tasks of a leader.

5.5.4. Effects of Organizational Commitment on Performance of DPRD Member of North Konawe

Based on data analysis, it is known that there is a positive and significant effect of organizational commitment on the performance of DPRD members of North Konawe. This shows that good organizational commitment will improve the performance of the DPRD Members of North Konawe.

It is greatly necessary for a level of commitment, both organizational commitment to employees, or between a person to the organization since by the commitments, it can create professional work climate (Arwana, 2017). A satisfied individual to his or her work tends to meet the organizational commitment, so there will be one loyalty to the organization, which ultimately causes a person to have a sense of dependency and responsibility to the organization. An individual having low level of organizational commitment tends to do any ways which can disrupt organizational performance such as slackness in working, complains and a strike.

This research finding is in line with an opinion by Wright (1992) which supports that higher level of one commitment to his task will lead to higher level of performance which lead to higher level of assessment level. This is similar to statement by Rivai (2005) stating that organizational commitment gives significant effects on performance.

5.5.5 Effects of Work Motivation on Performance of DPRD Members of North Konawe

Based on data analysis, it is known that there is a positive and significant effect between work motivation on the performance of DPRD Members of North Konawe. This shows that good work motivation will improve the performance of DPRD Members of North Konawe.

Indicator of the work motivation variable has the highest mean is need for authority. This shows that majority of the respondents agree that they have worked hard in order to achieve maximal work outcomes, then the have worked seriously to achieve popularity and they try to be able to be re-selected to do various work programs which are not accomplished in previous period.

This research result is in line with an opinion from Murty, (2012) stating that motivation is a view which can be used as a reference to give motivation to certain people or groups in a unit of business. Motivation can cause a person to act appropriately. Thus, high level of employee motivation is directly proportional with company performance.

5.5.6. Effects of Leadership on Performance Through Work Motivation of DPRD Members of North Konawe

Based on data analysis, it is known that there is a positive and significant effect of leadership on performance through the work motivation of DPRD members of North Konawe. This shows that motivation can be an important factor in the effects of leadership on the performance of DPRD Members of North Konawe.

A leadership style applied by a leader is one of the motivations given by a leader to his or her subordinates, Yanoto, (2018). A leadership style will determine employees' activity and if the leadership style is applied successfully then it will serve as a motivator for a person to be able to work better so that it can create a sense of spirit and passion for work. Ultimately, employees can work appropriately and calmly so work productivity can be improved and seen through the employee performance outcomes. An appropriate leadership style will make employee increasingly motivated and improve performance (Yanoto, 2018).

This research result is in line with finding by Khair, (2019) describing that if work motivation is a factor which can relate leadership with performance. Motivation is influenced by two factors namely external and internal factors. External factors are work environment, leaders and leadership, demand for organizational or task development.

5.5.7 Effects of Organizational Commitment on Performance Through Work Motivation of DPRD Members of North Konawe

Based on data analysis, it is known that there is a positive and significant effect of organizational commitment to performance through the work motivation of the DPRD members of North Konawe. This shows that motivation can be an important factor in the effects of organizational commitment on the performance of DPRD members of North Konawe.

Motivation is the giving of motives, the generation of motives or things that lead to encouragement or circumstances that create to encouragement. Every individual needs motivation to work. The existence of motivation will lead to morale because motivation is an encouragement in a person to do something. With different needs, each individual's behavior in achieving goals will have different motivations (Robbins, 2013).

Pardamean, (2021) in his research confirmed that work motivation is able to mediate significant effects of organizational commitment on employee performance at the Food and Livestock Security Office of North Sumatra Province.

VI. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the formulation of the problem and the results of data analysis that has been studied, the conclusions of this study indicate that leadership has positive and significant effect on motivation and performance, organizational commitment has positive and significant effects on motivation and performance. In addition, motivation has positive and significant effects on performance and work motivation variable acts as a mediating variable on the relationship of leadership on performance and organizational commitment on performance.

Recommendations

Based on the results of studies conducted by the researchers, the following suggestions or recommendations can be given: (1). It should improve responsibility in internal of the DPRD members of North Konawe. This can be done by evaluating the implementation of work programs that are felt to be not maximally carried out. (2). It should increase organizational commitment by increasing affective aspects of the members of the Regional House of People's Representatives. This can be done by evaluating work on the internal organization so that the organizational goals can be implemented, (3). It should increase work motivation by increasing the need for achievement, this can be done by evaluating performance to get problems and solving problems and (4). For further research, it can add other factors besides leadership, organizational commitment and job satisfaction.

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