



THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL COMMITMENT, AND MOTIVATION ON THE PERFORMANCE OF COMMUNITY AND VILLAGE EMPOWERMENT OFFICIALS IN THE KONAWE ISLANDS DISTRICT

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ABSTRACT

This study aims to examine and analyze 1) Leadership on employee performance; 2) Organizational commitment to employee performance; and 3) Work motivation on employee performance. The research location is the Community and Village Empowerment Office of the Konawe Islands Regency. The population was taken from all employees of the Konawe Islands Regency Community and Village Empowerment Office, totaling 30 people, and found a sample of 30 people. And the data collection techniques are primary data and secondary data. The data analysis technique is Partial Least Square (PLS) Analysis.

The results showed that 1) The results of leadership testing on employee performance obtained an estimated path coefficient value of 0.237 in the positive direction. The path coefficient is marked positive, meaning that the influence between leadership and employee performance is unidirectional. The significant results are proven by the p -value of $0.013 < \alpha = 0.05$ which is interpreted as a significant influence. 2) The results of testing organizational commitment to employee performance obtained an estimated path coefficient value of 0.163 in a positive direction. The path coefficient is positive, meaning that the influence between organizational commitment and employee performance is unidirectional. The significant results are proven by the p -value of $0.015 < \alpha = 0.05$ which is interpreted as a significant influence. 3) The results of testing work motivation on employee performance obtained an estimated path coefficient value of 0.595 in a positive direction. The path coefficient is positive, meaning that the influence between organizational commitment and employee performance is unidirectional. The significant results are proven by the p -value of $0.005 < \alpha = 0.05$ which is interpreted as a significant influence.

Keywords: Leadership, Organizational Commitment, Work Motivation, Employee Performance

INTRODUCTION

The key to the success of an organization lies in the performance or performance produced by every resource owned by the organization. It can be said that human resources are one of the determining factors to win the competition in a business both in the short and long term. The human resource factor is one of the important role holders for the organization. Human resources are a vital tool for organizations because they cannot be replaced completely with other resources. Competition in the current era of globalization which is so tight demands the role of human resources to have a competitive advantage and organizations must be able to improve the performance of current employees to get better performance in the future.

According to Mangkunegara (2015), employee performance is work performance or work results, both quality and quantity achieved by HR during a period in carrying out their work duties under the responsibilities given to them. Meanwhile, according to Amirullah (2015), performance is all results produced in job functions or special activities during a special period. From the above understanding, it can be concluded that performance is the result of certain planned work processes at the time and place of the employee and the agency concerned. Meanwhile, according to Ramdhani (2012), performance is the willingness of a person or group of people to carry out activities and perfect them according to their responsibilities with the expected results.

Performance can also be interpreted as work performance or work implementation or performance results (Suwatno and Priansa, 2016). August W. Smith in Suwatno and Priansa (2016) states that performance is the result of a process carried out by humans. In addition, Mangkunegara (2017) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. From some of these meanings, the authors can conclude that performance is a result of work achieved by an employee following standards and criteria that have been set within a certain period.

At the Community and Village Empowerment Service of the Konawe Islands Regency, the contribution of employees to the organization will be important if it is carried out with effective actions and behaves correctly. The characteristics that exist in employees, effort or willingness to work, as well as various things that are supported by the organization, are very significant for the success of employee performance (Sigit, 2001). Thus every employee needs to know with certainty what is his main responsibility, what kind of performance he must achieve, and be able to measure himself according to his success indicators. Many things are of concern to the management to encourage employee performance including in terms of leadership, organizational commitment, and work motivation.

According to Wahjosumidjo (2005: 17) leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of one administrative position, persuasion, and perceptions of others. About the legitimacy of influence. Miftah (2010: 9), leadership is an activity to influence the behavior of others or the art of influencing human behavior both individually and in groups. Leadership is a very important factor in an organization because most of the success and failure of an organization are determined by the leadership in the organization.

Research conducted by Arti and Prajiani (2020) found that leadership has a positive and significant effect on employee performance. Meanwhile, research conducted by Putri and Kustini (2021) found that leadership has no significant effect on employee performance. Furthermore, the factor that influences employee performance is organizational commitment. According to Kreitner (2011) that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to demonstrate a willingness to work harder to achieve organizational goals and have a greater desire to stay with a company.

LITERATURE REVIEW

Employee Performance

Human resources are very important for a company or organization in managing, organizing, and utilizing employees so that they can function productively to achieve goals. Optimization of human resources is

the central point of organizational attention in improving employee performance. It can be said that human resources are very important resources or key factors in getting good performance.

Bambang Kusriyanto (in Mangkunegara, 2009:3) the definition of performance is a comparison of the results achieved with the participation of the workforce per unit of time (usually per hour). Whitmore (2002: 104) in Vivid and Rorlen (2007) states that performance has a work origin, meaning the activities carried out by a person or organization in carrying out the tasks that become his job. Performance means an act, achievement, or general appearance of skills.

Performance according to Prawirosentono (2000: 1) is the result of work that can be achieved by a person or group of people in the organization, following their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and under morals and ethics.

Leadership

Leadership is defined as the process of influencing individual and group activities to achieve goals (Hersey and Blanchard in Tohardi, 2002:57). According to Stoner, Freeman, and Gilbert (1995) in Sule and Saefullah (2006) leadership is the process of directing and influencing members in terms of various activities that must be carried out.

Leadership is an action taken by an individual or group to coordinate and give direction to other individuals or groups who are members of a certain organization to achieve predetermined goals (Danim, 2004: 55). Leadership is the ability to direct followers to work together with trust and diligently carry out the tasks given by their leaders (Terry, 2003: 152). Based on this description, it can be concluded that leadership is a process of influencing, moving, directing, encouraging, and inviting others to work together to achieve organizational goals.

Organizational Commitment

Organizational commitment is a condition in which an employee is in favor of a particular organization and its goals and intends to maintain membership in that organization (Robbins, 2003: 166). As an attitude, organizational commitment is often interpreted as (1) a strong desire to become a member of the organization; (2) the willingness to try as much as possible for the benefit of the organization; and (3) fully believing in the goals and values of the organization (Luthans, 1998: 214).

Cascio defines organizational commitment as the degree of individual identification with the organization and the desire to continue active participation in the organization (Yulianie, 2003: 261). There is a desire for someone to actively participate in the organization because of understanding or knowledge about the organization or how much they know the things that are in the organization they have. This means that what distinguishes the ability or attitude of individual commitment in the organization depends on the level of understanding of the individual about the organization he is in.

Then Sheldon Sitat in Yulianie, et al (2003: 261) defines organizational commitment as an attitude or orientation towards the organization that links the person's identity to the organization. This means that someone enters the organization because it still has something to do with the background of the individual concerned. In other words, someone enters the organization because of the similarity of thoughts in it which causes someone to remain loyal to the organization. Malthis (2002: 99) defines organizational commitment as the level of trust and acceptance of the workforce towards organizational goals and a desire to remain in the organization. This explanation is almost the same as that of other experts, namely that there is a match between the vision and mission of the individual and the organization.

Work Motivation

Hasibuan (2001: 216), motivation comes from the Latin, more which means encouragement or driving force. According to French and Raven, motivation is something that encourages someone to show certain behaviors (Sule et al, 2006: 235). Motivation (motivation) is a desire in a person that causes other human resource problems to be influenced and influences the person's motivation to act (Mathis & Jackson, 2006:

114). People usually act for one reason: to achieve a goal.

Thus, motivation is a drive that is governed by purpose and rarely arises in a vacuum. The words need, want, desire, and drive are all similar to motive, which is the origin of the word motivation. Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy, and time to carry out various activities for which they are responsible and fulfill their obligations, to achieve predetermined organizational goals and objectives (Sondang, 2004:138).

Conceptual Framework

Human resources are a key factor in improving organizational performance. Performance is a comparison of the results achieved with the participation of the workforce, which is influenced by leadership, organizational commitment, and motivation.

Leadership is a process of influencing, moving, directing, encouraging, and inviting others to cooperate and work productively to achieve these goals which include six characteristics, namely ability, need for achievement, intelligence, assertiveness, and trust.

Organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and a desire to remain in the organization. The overall form of organizational commitment has implications for the continuation of individual participation in the organization including affective commitment, continuance commitment, and normative commitment.

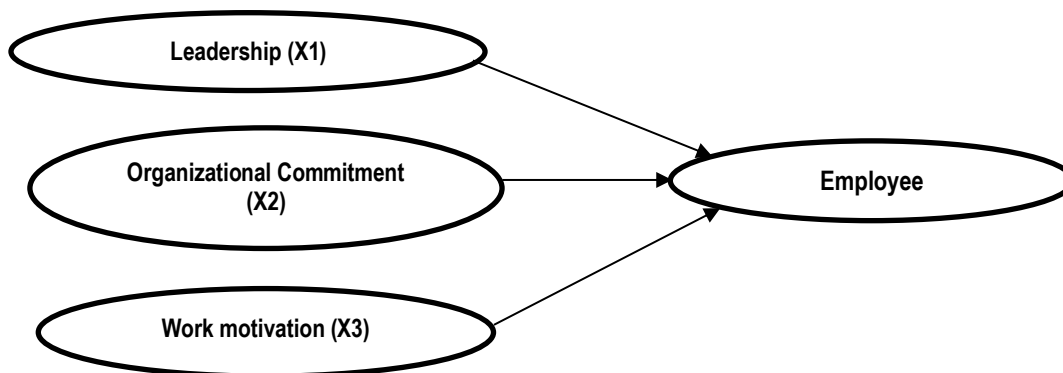
Motivation as a drive to work, the size is influenced by several needs, namely physiological needs, security needs, social needs, needs for self-esteem, and needs for self-actualization.

Supported by good leadership, high commitment, and high motivation, employees will be enthusiastic about working and trying to get quality results for themselves and the organization. This will have a positive effect on improving employee performance.

Employee performance includes several indicators, namely loyalty, performance, responsibility, obedience, honesty, cooperation, initiative, and leadership. Researchers assume that good leadership, high commitment, and high motivation will improve employee performance.

Based on the above, the author hereby describes the conceptual framework in this study as follows:

Figure 1. Research Conceptual Framework



Hypothesis

The hypothesis is a temporary answer to the research problem formulation (Sugiyono 2013:96). Research related to the role of leadership was found in research conducted by Challagalla and Shervani, (2006) on 270 employees in 5 industrial product divisions of two fortune 500 companies. These findings suggest that leaders (managers) must carefully match the controls in place with the desired results. Taken together, the results suggest that information and reinforcement effects are variable, which suggests a need to

distinguish between available information and the actual reinforcement provided to employees. They also show that activity control and skill control have different effects and illustrate a sharp distinction between the two types of behavior control. Finally, these results show that the role of the leader (supervisor) has a positive effect on employee performance.

1. **H1:** Leadership has a positive and significant effect on the Performance of Employees of the Community and Village Empowerment Office of the Konawe Islands Regency.
2. **H2:** Organizational Commitment has a positive and significant effect on Employee Performance at the Community and Village Empowerment Office of the Konawe Islands Regency.
3. **H3:** Work Motivation has a positive and significant effect on the Performance of Employees of the Community and Village Empowerment Office of the Konawe Islands Regency.

RESEARCH METHODS

Research Design

This study uses a quantitative research approach with an associative approach. Sugiyono (2003: 14) states that quantitative research is research by obtaining data in the form of numbers or qualitative data that is numbered. This study uses an associative approach to know the relationship between research variables. Sugiyono (2003: 14) explains that associative research is research that aims to determine the effect or relationship between two or more variables.

Population

According to Sugiyono (2014: 80) population is an area of generalization, objects/subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. Meanwhile, according to Arikunto (2010: 173) population is the subject of research. The population in this study was all employees of the Konawe Islands Regency Community and Village Empowerment Office, totaling 30 people.

Sample

Arikunto (2013: 174) argues that the sample is part or representative of the population being studied. Meanwhile, according to Sugiyono (2013: 118), the sample is part of the number and characteristics possessed by the population. The sampling technique in this study used the Nonprobability technique, namely saturated samples or often called total sampling. According to Sugiyono (2013: 124), saturated samples are sampling techniques by taking all members of the population as respondents or samples. So, the sample in this study was all employees of the Konawe Islands District Community and Village Empowerment Office, totaling 30 people.

Data Collection Techniques

Techniques in collecting data used in this study are:

1. Interview
Namely the process of obtaining information for research purposes by question and answer while face-to-face between researchers and parties who can assist researchers in collecting research-supporting data.
2. Questionnaire
That is a data collection technique that is carried out by providing a list of questions or written statements for the respondent to answer.
3. Documentation Study
Documentation study is a method of collecting qualitative data by viewing and analyzing documents made by the subject himself or by other people about the subject.

Data Analysis Technique
Multiple Linear Regression Analysis

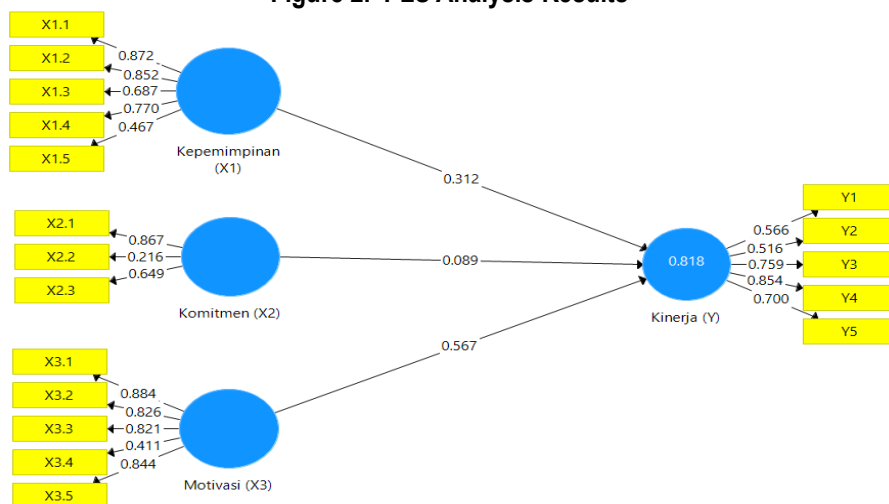
To determine the role of leadership, organizational commitment, work motivation, and employee performance, the analysis technique of Structural Equation Modeling based on Partial Least Square is used.

RESULTS AND DISCUSSIONS

Evaluation of the Measurement Model (Outer Model)

The evaluation of the latent variable measurement model was analyzed by looking at convergent validity. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on its latent variables. Outer loading above 0.70 is highly recommended, however, a loading factor value of 0.5-0.6 can still be tolerated, except for indicators that have an outer loading of less than 0.50 which can be dropped from the analysis (Ghozali, 2015). The results of the Partial Least Square analysis, the empirical model visually can be seen in Figure 2.

Figure 2. PLS Analysis Results



Source; Smart PLS Data Processed Results, 2022

Discriminant Validity

Discriminant validity aims to test to what extent the latent construct differs from other constructs. A high value of discriminant validity indicates that a construct is unique and capable of explaining the phenomenon being measured. The way to test discriminant validity is to compare the square root value of the average variance extracted (\sqrt{AVE}) with the correlation and construct values.

Discriminant validity by using the square root of the average variance extracted (\sqrt{AVE}). If the square root of average variance extracted (\sqrt{AVE}) for each variable is greater than the AVE value and the correlation between latent variables and other latent variables, then the instrument variable is said to be discriminant valid. The results of discriminant validity values are presented in Table 1.

Table 1. AVE value, \sqrt{AVE} , and Correlation between Latent Constructs

Research variable	AVE	\sqrt{AVE}	Correlation			
			Leadership	Organizational Commitment	Work motivation	Employee Performance
Leadership	0.554	0.744	0.744			
Organizational Commitment	0.720	0.848	0.806	0.690		
Work motivation	0.675	0.821	0.706	0.776	0.637	
Employee Performance	0.604	0.777	0.762	0.878	0.823	0.777

Source: SmartPLS Processed Results, 2022

Based on Table 1, shows that each latent construct has good discriminant validity because the value of the square root of average variance extracted (\sqrt{AVE}) for each variable is greater than the AVE value and the correlation between other latent variables. This means that the latent variable constructs of organizational culture, organizational commitment, and employee performance have good discriminant validity. Thus, it can be concluded that overall the latent constructs in this study are unique and able to explain the phenomena being measured.

Composite Reliability

Composite reliability test the reliability value between the indicators of the constructs that make it up. The results of composite reliability are said to be good if the value is above 0.50 (Ghozali, 2015). The results of testing the composite reliability measurement model of this study can be presented in Table 2.

Table 2. Results of Testing the Reliability of Measurement Models and Instruments

Variable	Composite Reliability	Results
Leadership (X1)	0.784	Reliable
Organizational Commitment (X2)	0.717	Reliable
Work Motivation (X3)	0.517	Reliable
Employee Performance (Y2)	0.820	Reliable

Source: SmartPLS Processed Results, 2022

The test results in Table 2 obtained values composite reliability leadership, organizational commitment, work motivation, and employee performance indicate that the four latent variables studied have good reliability because their values are ≥ 0.50 . Thus all the instruments used in this study have met the criteria or are feasible to be used in measuring all variables because they have good reliability or level of suitability and reliability.

Evaluate the Goodness of the Fit Model

Tests on the structural model are evaluated by taking into account the percentage of the variance described, namely looking at the R² value for the dependent latent variable. The closer to the value 1 means the better the model. Likewise, if it is below 0 (zero), it indicates that the model lacks predictive relevance. The model is evaluated by taking into account the Q² predictive relevance of the model which measures how well the observed value is produced by the model. Q² is based on the R Square value of all dependent variables. Q² has a value with a range of $0 < Q^2 < 1$, the closer to 1 the better the model. The results of the analysis are presented in the following table:

Table 3. R² Test Results

Structural Models	Dependent Variable Model	R Square
1	Employee Performance (Y)	0.818

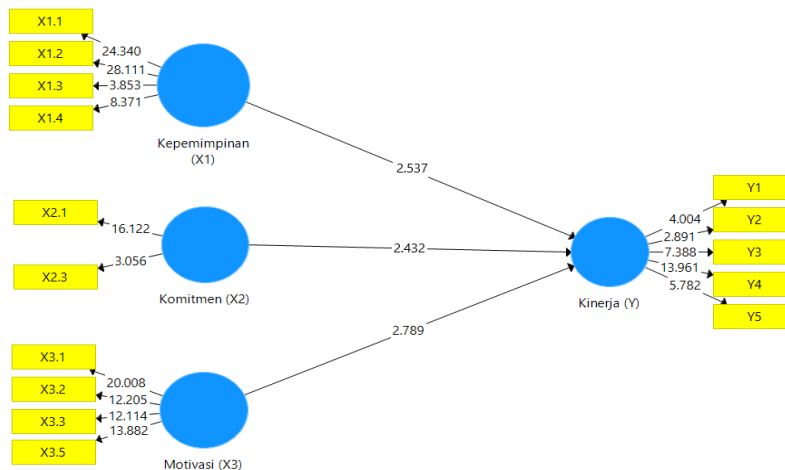
Source: SmartPLS Processed Results, 2022

Based on the results of these calculations, a predictive-relevance value of $Q^2 = 0.818$ or 81.8% is obtained. This means that the accuracy or precision of this research model can explain the diversity of leadership variables, organizational commitment, work motivation, and employee performance of 81.8%. The remaining 18.2% is explained by other variables that are not included in this research model.

Testing the Hypothesis and the Path Coefficient of Direct Influence

Testing the hypothesis and the path coefficient of direct influence between the variables of leadership, organizational commitment, work motivation, and employee performance. Of the three direct effects tested, all have a positive effect on performance.

Figure 3. Path Coefficient Diagram and Hypothesis Testing



Source: SmartPLS Data Processed Results, 2022

The results of the complete data analysis can be seen in table 4 below:

Table 4. Path Coefficient and Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership (X1) -> Performance (Y)	0.237	0.245	0.067	2,537	0.013
Commitment (X2) -> Performance (Y)	0.163	0.168	0.067	2,432	0.015
Motivation (X3) -> Performance (Y)	0.595	0.641	0.213	2,789	0.005

Source: SmartPLS Data Processed Results, 2022

DISCUSSION

Performance can be Significantly Improved through Leadership Variables

Based on the results of the study, it was shown that the performance of the Community and Village Empowerment Office employees of the Konawe Islands Regency could be significantly improved in a positive direction through leadership. That is, the better the leadership in the Community and Village Empowerment Office of the Konawe Islands Regency, the better the performance of employees is reflected in the aspects of quality, quantity, timeliness, effectiveness, and independence.

This is quite reasonable because the quality is included in the good category. In this case, the respondents stated that they always achieved quality work results under work quality standards, never violated the procedures for carrying out assigned tasks/work, and were able to achieve the targets set by the agency.

Employee performance conditions Community and Village Empowerment Service. The Konawe Islands Regency is increasing due to the better leadership that is being splashed in Community and Village Empowerment Service observed from the indicators of the ability to influence, the ability to set a good example, the ability to motivate subordinates, the ability to make decisions, and the ability to manage conflict.

This shows that employees Community and Village Empowerment Service Konawe Islands Regency. The higher the leadership variable, the better the employee performance. If the leadership is good, the performance will also be good, this is influenced by the behavior of the leader to be fair, to give suggestions, to support the achievement of goals, as a catalyst, to create a sense of security, as a representative of the organization, to be a source of inspiration, to be respectful.

These results are in line with the theory put forward by Terry (2003), leadership is the ability to direct followers to work together with confidence and diligently carry out the tasks given by their leaders. Such matters are usually related to competition among various work groups that seek to make a work itself treated as a strategic work unit, greater infrastructure, and manpower compared to other work units, it is easy to suspect that such an effort will result in a checkered way of thinking and acting.

Performance Can Be Significantly Improved Through Organizational Commitment Variables

Based on the results of the study, it was shown that the performance of the Community and Village Empowerment Office employees of the Konawe Islands Regency could be significantly improved in a positive direction through organizational commitment. That is, the better the organizational commitment of all employees at the Community and Village Empowerment Office of the Konawe Islands Regency, the better the employee's performance is reflected in the aspects of quality, quantity, timeliness, effectiveness, and independence.

Employee performance conditions Community and Village Empowerment Service. The Konawe Islands Regency is increasing due to the better organizational commitment of employees Community and Village Empowerment Service Konawe Islands Regency. This shows that employees Community and Village Empowerment Service Konawe Islands districts that have a good commitment will further improve their performance for progress Community and Village Empowerment Service Konawe Islands Regency.

Empirically, the results of the recapitulation of respondents' statements on the variable Affective Commitment, Continuance Commitment, and Normative Commitment have a good category.

Affective commitment can arise in an employee due to individual characteristics, organizational structure characteristics, task significance, various skills, feedback from leaders, and involvement in management. Phenomena that occur in Community and Village Empowerment Service Konawe Islands Regency with affective commitment is that employees have the ease and comfort of working in a corporate environment adapted to employee conditions such as employee marital status, employee age, and employee education level as well as work experience that makes employees remain in the company.

In the results of this analysis, it was found that normative commitment has a significant positive relationship with employee performance. With loyalty given and showing good performance, the employee can get a promotion. Phenomena that occur in Community and Village Empowerment Service Konawe Islands Regency with normative commitment that employees show high responsibility because of the employment

contract between the employee and the company. This also shows that employees have a very high normative commitment to continue to be able to work in carrying out their duties and work under job descriptions and standard operating procedures in place. Community and Village Empowerment Service Konawe Islands Regency.

These results are in line with the theory put forward by Sheldon Sitat in Yulianie, et al (2003: 261) defines organizational commitment as an attitude or orientation towards an organization that links the person's identity to the organization. This means that someone enters the organization because it still has something to do with the background of the individual concerned. In other words, someone enters the organization because of the similarity of thoughts in it which causes someone to remain loyal to the organization.

The results of this study are also in line with research conducted by Putri and Kustini (2022) which found that organizational commitment has a positive and significant effect on employee performance.

Performance Can Be Significantly Improved Through Work Motivation Variables

Based on the results of the study, it was shown that the performance of the Community and Village Empowerment Office employees of the Konawe Islands Regency could be significantly improved in a positive direction through employee coordination. That is, the better the coordination of all employees in the Community and Village Empowerment Office of the Konawe Islands Regency, the better the employee's performance is reflected in the aspects of quality, quantity, timeliness, effectiveness, and independence.

The condition of the performance of the employees of the Community and Village Empowerment Office of the Konawe Islands Regency is due to the better work motivation of the employees of the Community and Village Empowerment Service of the Konawe Islands Regency when observed from the achievement indicator, recognition, work it self, responsibility, and advancement.

This shows that employees District Community and Village Empowerment Service Konawe Islands have good work motivation to further improve their performance for the sake of progress District Community and Village Empowerment Service Konawe Islands that someone with good work motivation will show a positive attitude towards his work, on the contrary, if the employee is at District Community and Village Empowerment Service Konawe Islands do not have work motivation so they will show a negative attitude towards their work.

Employees who have high work motivation will tend to perform better than employees who have low motivation. With the existence of motivation, every employee can produce a good performance in the organization where he works. The characteristics of employees who have high work motivation include liking challenges at work, being responsible for their work, always trying to produce the quantity and quality of work that exceeds the set targets, having initiative, appreciating opportunities to get promotions, and receiving education and training.

Employee motivation is very important to be understood by organizational leaders because it determines the performance of these employees. Leaders should pay attention to their employees so that they continue to be motivated and find ways to increase or maintain a sense of motivation in their employees. Employees who have high work motivation will cause their performance increase. The results of this study are also in line with research conducted by Arti and Pujiani (2020) which found that work motivation has a significant influence on employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

1. Leadership plays a positive and significant role in employee performance District Community and Village Empowerment Service Konawe Islands.
2. Organizational Commitment plays a positive and significant role in Employee Performance District Community and Village Empowerment Service Konawe Islands.

3. Work motivation plays a positive and significant role in employee performance District Community and Village Empowerment Service Konawe Islands.

Suggestion

Based on the results of the research, and conclusions above, the researcher makes the following suggestions:

1. It is hoped that the Community and Village Empowerment Office of the Konawe Kepulauan Regency will continue to improve leadership, organizational commitment, and work motivation.
2. Subsequent research uses other independent variables that are not used in this study such as the work environment and other variables that are considered relevant.

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