

Effect of Organizational Commitment and Leadership Style on Employee Performance through Work Motivation at PT. Astra UD Truck Sunter Branch

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This study aims to: 1) determine the effect of organizational commitment on employee performance at PT. Astra UD Truck Sunter Branch, 2) determine the effect of leadership style on employee performance at PT. Astra UD Truck Sunter Branch, 3) determine the effect of work motivation on employee performance at PT. Astra UD Truck Sunter Branch, 4) determine the effect of organizational commitment on work motivation at PT. Astra UD Truck Sunter Branch, 5) determine the effect of leadership style on work motivation at PT. Astra UD Truck Sunter Branch, 6) determine the effect of organizational commitment on employee performance through work motivation at PT. Astra UD Truck Sunter Branch, 7) determine the effect of leadership style on employee performance through work motivation at PT. Astra UD Truck Sunter Branch. This research was conducted at PT. Astra UD Truck Sunter Branch with a research sample of 60 employees. The data analysis method used descriptive analysis and path analysis. The results of this study indicate that; 1) organizational commitment has a significant effect on employee performance, 2) leadership style has a significant influence on employee performance. 3) work motivation has a significant influence on employee performance, 4) motivational variables cannot mediate organizational commitment variables, 5) motivational variables cannot mediate leadership style variables.

Keywords : organizational commitment ; leadership style ; motivation ; performance

I. Introduction

Employee performance is very important for the company, because whether or not employees are productive will greatly affect the success of the company. To maintain productivity, companies should evaluate the performance of their employees. However, company performance appraisal is rarely used properly because companies generally do not understand how to properly evaluate employee performance. An organizational commitment shows a person's power in identifying his involvement in a part of the organization.

Organizational commitment is built on the basis of workers' trust in the values of the organization, the willingness of workers to help realize organizational goals and loyalty to remain members of the organization. Therefore, organizational commitment will create a sense of belonging for workers to the organization. If workers feel themselves bound by existing organizational values, they will feel happy at work, so that their performance can increase. In an organization there is also a belief that organizational commitment can increase job satisfaction, certain beliefs, and acceptance of the organization's values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress (Luthan, 2011: 249).

In addition to organizational commitment and leadership style, in achieving the goals that have been determined, there is also a need for work motivation for the company's employees. Motivating employees is one of the tough tasks faced by many companies. Motivation is needed so that employees can carry out work in accordance with the expectations expected by the company. Work motivation is an activity that results in, distributes, maintains and encourages a person's behavior to perform a certain act or action optimally to achieve what is the target of the organization/company. Therefore, organizational commitment, leadership style and work motivation are important for employee performance in a company.

II. Research Method

This study uses an explanatory analysis approach. That is, each variable presented in the hypothesis will be observed through testing the causal relationship of the independent

variable to the dependent variable. The relationship between variables can be described in the form of a path analysis diagram.

III. Discussion

Organizational commitment is measured by using three indicators, namely affective commitment, ongoing commitment and normative commitment. Judging from the affective indicators, the statement that the work environment encourages the enthusiasm of the employees in completing the work becomes the statement point that has the highest value in measuring affective indicators. Then based on the sustainability indicators, the statement that employees work in a clean and comfortable environment becomes the point that has the highest score in the measurement of sustainability indicators. From the last indicator, namely the normative indicator, it shows that statements about employees having strong loyalty to the company are the highest points of this indicator.

This shows that organizational commitment has an impact on improving employee performance at PT Astra UD Truck Sunter Branch. This is in line with the research conducted by Wahyuni (2015), Basuki (2016), Widodo (2017). Organizational commitment emphasizes the form of employee loyalty to remain in a company under any circumstances in order to achieve the goals of the company. This is in line with the research conducted by Wahyuni (2015), Basuki (2016), Widodo (2017).

Leadership style is measured using three indicators, namely authoritarian, participatory and delegative. Judging from the authoritarian indicator, the point of the statement saying that the leader in governing must always be obeyed even without discussing it with the employees

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is the highest point in the measurement of this indicator. Then from the participatory indicator, the statement that says leaders and subordinates share responsibility in problem solving becomes the point of the statement that gets the highest score in the measurement of participatory indicators, be the statement with the highest score. This shows that the leadership style has an impact on improving employee performance at PT Astra UD Truck Sunter Branch. This is in line with the research conducted by Wahyuni (2015). The leadership style of a leader plays an important role in an organization. Leaders who will determine how the future of an organization through the decisions that will be taken. The leader as someone who is followed by his subordinates must be able to move and direct his subordinates to achieve organizational goals. This is in line with the research conducted by Wahyuni (2015).

Work motivation is measured by using five indicators, namely responsibility, work performance, opportunities for advancement, recognition of performance and challenging work. The responsibility indicator is measured by using a statement which says that employees have a high responsibility for their work and get an average score of 3.40. From the work performance indicators, employees always try to do their best in their work in order to get good work performance, this statement gets an average score of 3.35. The indicator of opportunity for advancement is measured by using the statement that employees have the opportunity to improve their career, this statement gets a score of 3.40. As for the performance recognition indicator, the statement saying that employees get bonuses as additional income if they have good performance is the point that gets the highest score of 3.43. Based on the last indicator, namely challenging work, the statement that employees get challenging work assignments for them gets an average score of 3.31. This shows that the leadership style has an impact on improving employee performance at PT Astra UD Truck Sunter Branch. This is

in line with research conducted by Basuki (2016), Hamelinda (2018), Desmulyanti (2018). Motivation affects organizational performance, which means that the higher employee motivation, the higher the organizational performance. This is in line with research conducted by Basuki (2016), Hamelinda (2018), Desmulyanti (2018).

The value of the indirect influence between the variables of organizational commitment on employee performance through motivation shows that the value of the coefficient of indirect influence gets a smaller value than the value of direct influence, this indicates that motivation does not have much effect on organizational commitment. This is in line with research conducted by Desmulyanti (2018). This shows that the motivation variable cannot mediate the organizational commitment variable.

The value of the indirect influence between the variables of leadership style on employee performance through motivation shows that the value of the coefficient of indirect influence gets a smaller value than the value of direct influence, this indicates that motivation does not have much effect on organizational commitment. This is in line with research conducted by Yani (2019). This shows that the motivation variable cannot mediate the leadership style variable.

IV. Conclusion

Based on the results of research on the effect of organizational commitment and leadership style on employee performance through work motivation at PT Astra UD Truck Sunter Branch, the following conclusions can be drawn:

1. Organizational commitment has a significant influence on the performance of employees of PT Astra UD Truck Sunter Branch. This shows that the commitment of employees can improve their performance in doing the work assigned to them.
2. Leadership style has a significant influence on the performance of employees of PT Astra UD Truck Sunter Branch. This shows that the leadership style applied is good enough so that it can improve the performance of the employees.
3. Work motivation has a significant effect on the performance of employees of PT Astra UD Truck Sunter Branch. This shows that employees have high work motivation and are always responsible for completing the work assigned to them.
4. Based on path analysis shows that the indirect effect of organizational commitment on employee performance through motivation obtains a smaller value than the direct effect of organizational commitment on employee performance. This shows that the motivation variable cannot mediate the organizational commitment variable.

Based on path analysis shows that the indirect effect of leadership style on employee performance through motivation gets a smaller value than the direct effect of leadership style on employee performance. This shows that the motivation variable cannot mediate the leadership style variable.

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