

THE ROLE OF ORGANIZATIONAL COMMITMENT MEDIATION ON THE EFFECT OF LEADERSHIP AND WORK MOTIVATION OF THE CIVIL SERVANTS

(A Study on the Civil Servants in Finance and Supply Bureau, General Secretary of Agricultural Ministry of Republic of Indonesia)

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ABSTRACT

The study scrutinizes the effect of leadership and work motivation on the work performance mediated by organizational commitment. The research employed survey method involving 94 respondents of the non-structural civil servants in Finance and Supply Bureau, General Secretary of Agriculture Ministry. The data analysis used Partial Least Square (PLS) to examine the effect of the inter-variable correlation prediction in this research. The research results revealed that the phenomenon regarding organizational commitment mediating the effect of leadership and work motivation on the work performance.

KEYWORDS: Leadership, Work Motivation, Organizational Commitment, Employees' Work Performance

INTRODUCTION

Human resources play the pivotal roles as the driver and managers of activities in materializing goal, vision, and mission of both private or government organization (public institution). The sophisticated technology and abundant capitals owned by an organization cannot be optimal if there are no roles of human resource. Overall, it might be said that the possession of excellent human resources is a valuable asset for the organization to improve work performance (Yeh & Hong, 2012). The high employees' productivity leads to the improvement in the whole work performance within the organization (Su, 1999; Schermerhorn, 2000; Sun, 2001). In a nutshell, the work performance is the whole work results done by the employees including the efficiency and the effectiveness (Tsao, Huang, Huang, Chang, & Wang, 1997; Hsu, 2005).

Every organization periodically assesses and evaluates the work performance of the employees by comparing the employee's individual and the work standard or target determined by the organization. Work assessment and evaluation functions to make the organization member understand their contribution and the direction of their effort (Hsu, 2000). The existence of work assessment and evaluation of the employees shows the needs of training and development for the employees, assesses the impact of employees' development and the recruitment plans, imposes incentive standard, assists the decision of personnel management, such as mutation, promotion, or work

termination, and provides feedback for the employees so that they can understand how their works are assessed.

Some articles prove that there are various factors that potentially influence the performance achievement of an employee encompassing leadership factor that can influence the success of employee performance achievements (Hersey and Blanchard, 1974; Hsu, 2001; Yeh and Hong, 2012; Munir, 2013). In addition to leadership factors, work motivation (Burney et al., 2007; Kumari and Darolia, 2010; Munir, 2013; Fadhil and Mayowan, 2018) and organizational commitment (Majorsy, 2007; Yeh and Hong, 2012; de Araujo, 2015; Dhurup et al., 2016) also proven to be able to influence the performance of the employees.

Yeh and Hong (2012) state that leadership has a positive and significant effect on performance which also supports previous research conducted by Hersey & Blanchard (1974) and Hsu (2001) reporting that leadership influences individual or group behavior to achieve organizational goals and work performance. The factors leading the improvement in the employees' performance are the attitude of putting trust in leaders, direction by leaders to employees, leaders who are able to implement good coordination, and work supervision by leaders within the organization based on the conditions needed.

Kumari and Darolia (2010) state that work motivation influences performance achievement; on the other words, when people are motivated at work, they will try to improve their performance. Munir (2013) and Fadhil and Mayowan (2018) support the finding that work motivation has a significant influence on employee performance. Work motivation of an employee will encourage employee's performance which can be observed by the quality, quantity and effectiveness of the work that the employee has done. As a result, the leader's task is to always be active and continuously motivate employees to achieve the high employee performance.

Employees with high organizational commitment will work harder and produce better work performance (Marjosy, 2007). The research conducted by Yeh and Hong (2012) indicates a positive and significant effect of organizational commitment on employee performance. Dhurup et al. (2016) supports the idea through his research which conclude that high organizational commitment and employee job satisfaction levels encourage them to be motivated in their performance.

Yeh and Hong (2012) conclude that there is a role of organizational commitment mediation on the influence of leadership on employee performance by which leaders who can confirm their leadership will bring the organizational commitment to the subordinates and be able to influence employee performance and productivity. Fabio et al. (2016) support the existence of the organizational commitment mediation on the influence of leadership toward the employee performance. Proper leadership leads to the existence of employee organizational commitment in an attempt to provide the remarkable performance. Fabio et al. (2016) provide the references to the effect of organizational

commitment mediation on the influence of work motivation on employee performance. The study indicates that the direct influence of work motivation on performance was typically low, while the level of direct influence of work motivation directly on organizational commitment was typically higher.

It is undeniable that the negative stigma of some people regarding the poor performance of civil servants has not completely taken down, as the stigma refers to civil servants that are considered lazy, unprofessional, budget wasting, attacked oftentimes by KKN (Corruption, Collusion and Nepotism) problems, and so on. The state is an attempt to eliminate the negative stigma that has been widely spread in the community regarding the figure of civil servants by conducting continuous coaching to make them a public servant with integrity, professional, and productive. Law No. 5 of 2014 concerning the State Civil Apparatus (ASN) mandates that the state needs to develop a state civil servant of integrity and is professional, neutral, and free from corruption, collusion and nepotism (KKN) and able to provide public services to society. Furthermore, civil servants who are part of the civil servants in the era of bureaucratic reform are professions that have the obligation to manage and develop themselves, and account for their performance through the merit points system. The performance of civil servants, which is regulated in PP No. 46 of 2011 concerning the Assessment of Civil Servants' Work Achievements, states that the Assessment of Work Target (SKP) is a work plan and targets to be achieved by a civil servant. Each civil servant shall arrange SKP according to his position and later be assessed by the employee's supervisor in the annual assessment at the beginning of the year. The score listed in SKP is an assessment of the work performance and work behavior of the concerned civil servants.

Finance and Supply Bureau is work unit of Echelon II under the authority of General Secretary of Agricultural Ministry that is assigned to manage the matter of finance and state goods/wealth in the area of Agricultural Ministry. Regulation of Agricultural Ministry (Permentan) Republic of Indonesia Number 43/Permentan/OT.010/8/2015 concerning Organization and Work Procedure of Agricultural Ministry states that the function of Finance and Supply Bureau is to carry out the treasury matters and non-tax state revenues; accountancy, budget verification and financial report management in the area of Agricultural Ministry; management of state-owned goods/state assets become the responsibility of General Secretary; and the implementation of administrative and household in Finance and Supply Bureau.

Based on the collection of initial information on the performance of the Finance and Supply Bureau employees by considering the Employee Work Target Index (SKP) of each employee, it was seen the dynamics of the increase and decrease in employee performance in the past few years assumed to be influenced by leadership, work motivation and organizational commitment as the research that has been done before. Accordingly, researchers are interested in empirically testing several factors that potentially influence the performance encompassing leadership, work motivation, and organizational commitment in the Bureau of Finance and Supply. Thus, researchers are interested in the title "**The**

Role of Organizational Commitment Mediation to the Effect of Leadership and Work Motivation on Civil Servant Performance (Study of Civil Servants in the Finance and Supply Bureau of the Secretariat General of the Ministry of Agriculture of the Republic of Indonesia)". The results of this study are expected to be able to provide recommendations to improve employee performance in the relevant institution as well as references for further research related to employee performance study.

LITERATURE REVIEW

Leadership

Leadership is the ability to influence groups in achieving goals (Robbins, 2009). Colquit et al. (2011) interpret leadership as the use of power and influence to lead the followers to achieve goals. Proper leadership can drive the members of the organization to move forward in the right direction to achieve organizational goals (Hsien, 1985; Robbins, 2001). Leadership can determine the failure and success of an organization in achieving its goals for leadership represents the ability of a leader to mobilize and influence the followers (Knippenberg, et al. In Solomon and Steyn, 2017). According to several definitions conveyed by experts regarding leadership, it can be interpreted that leadership is a process and the ability of individuals to influence others or subordinates to achieve goals. Leadership influences the interpretation of the events of its followers, organization and activities to achieve goals, maintenance of relation cooperation and group work, support and cooperation from people that are external to the group or organization.

The nature of leadership is divided into two things: positive traits in primary traits and secondary traits (Newstrom, 2011). As primary traits, the primary traits are: (a) honesty and integrity; (b) personal and energy encouragement; (c) the desire to lead; (d) confidence. Meanwhile, secondary traits includes: (a) cognitive abilities; (b) charisma; (c) flexibility and adaptivity; (d) love and positive warmth; (e) creativity and originality, and (f) knowledge of the business. The negative traits of leadership can be: (a) Narcissism, where leaders overwhelmed with their own interests, gather their own achievements, seek their own good, and exploit others for their own benefit; (b) Alpha dogs, which is a very aggressive, egocentric, dominating, and controlling trait.

Robbins (2006) divides leadership styles into 4 (four) types, namely: charismatic leadership, transactional leadership, transformational leadership, and visionary leadership. Leaders having charismatic leadership style influence followers through their charisma, and followers feel inspired and motivated to achieve excellent performance and achievements. According to Conger and Kanungo (Robbins, 2003), the primary characteristics of charismatic leaders are vision and articulation, personal risk, environmental sensitivity, sensitivity to followers needs, and unconventional behavior. Leaders with a transactional style help organizations achieve goals by linking work performance to reward assessments and ensuring that workers have the required resources to accomplish the work. The characteristics of transactional leaders, according to Bass in

Robbins (2003), include contingent reward, management by exception, and laissez-faire. The perspective of transformational leadership explicates how leaders change teams or organizations by creating, communicating, and creating a vision model for organizations or work units and inspiring workers to try to achieve that vision. Transformational leaders are agents of change who energize and drive the workers to a set of new organizational values and behaviors. Characteristics of transformational leaders, according to Bass in Robbins (2003), are namely charisma, inspiration, intellectual stimulation, individual consideration. The leader's abilities with visionary style are to create and articulate a realistic, credible and attractive future vision for smaller organizations or organizational units. The chosen vision to apply this leadership pattern must be implemented properly; hence, it can provide energy by using skills, talents, and resources to realize this vision.

Hersey and Blanchard (1992) state that leadership style is basically the embodiment of three components, namely the leader itself, subordinates, and situations where the leadership process is realized. Hersey and Blanchard then developed Situational Leadership Theory which emphasizing that the leadership style of a leader will vary depending on the level of readiness of the followers. The fundamental understanding of situational leadership theory is about the absence of the best leadership style. Leadership effectiveness is not merely a matter of influence on individuals and groups – it depends on the needed tasks, work or functions as a whole.

Regarding the leadership within the scope of government agencies, it cannot be separated from the recruitment system. After the promulgation of Law Number 5 Year 2014, there was a change in the paradigm of office promotion by using the auction method which was openly conducted to fill the leadership position. Position auctions change the employee paradigm where employees interested in occupying high leadership positions must propose themselves to be compared to the quality of other candidates. Additionally, government agencies as parties that are obliged to conduct position auctions must do the materials preparation of position auction: the implementation regulations, the organizations implementing the auction, and personnel having adequate quality to be selected in the auction position. The existence of job auctions is practically expected to be able to select prospective leaders who have the needed passion and leadership attitude and are in accordance with the organization without any resistance and intervention from various parties. Leaders with their leadership style must be able to drive all members to achieve the organization's goals, vision, and mission. The leader is no longer "the one served" by his members, but is a "servant" for his members to lead to a better direction.

Work Motivation

Motivation is a goal-regulated drive (Mathis and Jackson, 2006). Kreitner and Kinicki (2010) define motivation as a psychological that arouses (arousal), directs (direction), and accompanied by perseverance (persistence) in carrying out an action directed at a goal. Motivated employees will mobilize their efforts to a certain extent within a certain period of time and to certain goals (McShane and Von Glinow, 2010).

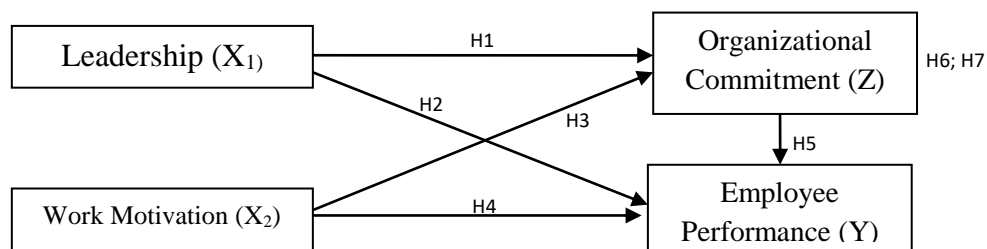
Organizational Commitment

Organizational commitment is a strong urge to remain as a member of the organization, has a strong desire for the interest of the organization, has confidence, acceptance of values, and organizational goals (Luthans, 2006). This reflects in the loyalty of an employee to the organization for the sustainability and success of the organization. Allen and Mayer in Luthans (2008) define 3 (three) components of organizational commitment, namely: 1) Affective (influencing active involvement of employees in the organization and feeling comfortable due to their membership status in the organization); 2) Normative (employees’ feeling about the obligation to stay or to remain in the organization as they have personal loyalty); 3) Continuence (employees’ perceptions of losses that will approach them if they leave the organization). Meanwhile, Mowday, et al. in (Luthans, 1995) said that there are 3 (three) factors of organizational commitment, namely: 1) A strong urge to remain in organizational membership; 2) A strong urge to always strive to advance the organization; and 3) Strong trust and acceptance of organizational values and objectives.

Employee Performance

Bernardin (1998) defines performance as an output generated from a work or activity over a period of time. Meanwhile, Robbins (2006) says that performance is the achievement of results or success of a person as a whole in carrying out tasks during predetermined period and then compared with various possibilities, such as standard work results, goals or criteria. Broadly speaking, performance can be interpreted as the achievement of one's work in carrying out their duties in terms of quality and quantity adjusted to the standards or criteria that have been set. Robbins (2006) conveys 5 (five) indicators to ease the understanding of employee individual performance, namely the quality of work, quantity of work, timeliness, effectiveness, and independence.

RESEARCH MODEL AND HYPOTHESIS



Picture 1. Research Model

H1: Leadership has significant influence on organizational commitment

A leader considers, guides, motivates, helps solving problems, and fights for the welfare of their subordinates, creates positive organizational commitment and is able to improve employee performance. Leadership has a significant influence on organizational commitment proven by Chen (2004) and Yeh and Hong (2012).

H2: Leadership has significant influence on employee performance

Leaders' consideration will result in positive feelings of the employee which leads to an increase in performance and achievement of the employee based on the results of research conducted by Yeh and Hong (2012), and that conducted by Munir (2013).

H3: Work motivation has significant influence on organizational commitment

Giving motivation to employees is one of the ways to instill organizational commitment, and leaders in organizations need to understand the behavior of their subordinates in order to motivate them to work subjected to the avidity of the company wants and to increase employee organizational commitment to remain in the company that is supported by several studies including Fabio , et al. (2016) and Purnama, et al. (2016).

H4: Work motivation has significance influence on employee performance

Work motivation within employees will be able to drive their performance indicated by the produced quality, quantity and effectiveness of the work (Fadhil and Mayowan, 2018). Obligation and duty for an ideal leader are to always be active and continuously provide work motivation to achieve high employee performance.

H5: Organizational commitment has significance influence on employee performance

Employees are willing to remain in the organization and serve themselves to attain achievement of their work since they possess the common value and goal. It is supported by the research conducted by Yeh and Hong (2012) as well as Aroujo and Lopes (2015).

H6: Leadership has significant influence on employee performance mediated by organizational commitment.

Leaders who cannot provide employees' work satisfaction for the achievements they have achieved will lead to negative feelings of the subordinates, lead to a decrease in employee commitment, potentially lead to a decrease in the willingness of employees to mobilize their best efforts for the organization, and ultimately lead to the decrease in employee performance. The research supporting this theory are those conducted by Yeh and Hong (2012), Nurdin and Rohendi (2016), and Fabio, et al, (2016).

H7: Work motivation has significant influence on employee performance mediated by organizational commitment.

The results of the analysis reveal that the level of direct influence of work motivation directly on performance is typically low, while the level of direct influence of work motivation on commitment is higher. In a nutshell, the influence of work motivation is not too high if it is directly correlated with the employee performance; hence, it must be through the mediation of organizational commitment.

RESEARCH METHODOLOGY

Determination of Population and Sample

Population is the whole group of people, events or things that the researcher wants to investigate, while the sample is a subset or subgroup of the entire population (Sekaran, 2009). The population of this study are civil servants other than structural officials (staff) in the scope of the Work Unit of Finance and Supply Bureau, Secretariat General of Agricultural Ministry consisting of 94 people in total. This study employed a census method to determine respondents selected as samples. Census methods take the entire population to be selected due to the small scope of research (Sekaran, 2009).

Data Type and Source

The research employed primary data obtained from the first source of information (first hand), the data were subsequently analyzed to find a solution or problem being studied (Sekaran, 2009). The primary data of this research were resulted from questionnaires distributed to respondents. In addition, researchers also used secondary data to find out personnel data accessed through e-Kinerja and SIM-ASN applications (State Civil Apparatus-Management Information System).

Research variable and operational definition

The independent variables in this study are leadership (X1) and work motivation (X2), while the mediating variables are organizational commitment variable (Z) and the dependent variable is employee performance (Y).

Leadership (X1)

Leadership is the employee's perception of the overall leader's actions (Bass and Avolio, 1992). The dimensions that will be used as measurements in this variable are more focused on transformational leadership.

- Idealized influence;
- Inspirational Motivation;
- Intellectual Stimulation;
- Individualized Consideration

Work Motivation (X2)

Work motivation variable of the intrinsic work motivation proposed by Herzberg (2003) are as follows:

- Achievement
- Recognition
- The work itself
- Responsibility Advancement
- The possibility of growth

Organizational Commitment (Z)

The measurements of organizational commitment used the indicator from Mowday, et al. (1979) are as follows:

- Proud to be the part of organization
- Pride the organization to others
- Pay attention to the chance of the organization
- Excitement to work within the organization
- Value equality
- Work beyond target

Employee Performance (Y)

Employee performance variable is measured using the indicator according to Tsui, et al. (1997) as in the following:

- Kualitas hasil kerja Quality of work result
- Tenacity and work endurance
- Disiplin dan absensi Discipline and absence
- Cooperation with partner
- Attention to occupational safety
- Responsibility to work result
- Possessed initiative/creativity
- Possessed work professionalism

Measurement Scale

Regarding the measurement scale in composing questionnaire, the researcher used Likert scale 1-5 as explained in detail as follows:

- Score 1 for the answer/response of Strongly Disagree (SD)
- Score 2 for the answer/response of Disagree (D)
- Score 3 for the answer/response of Slightly Disagree (KS)
- Score 3 for the answer/response of Agree (S)
- Score 3 for the answer/response of Strongly Agree (SS)

Data Analysis

This study used Partial Least Square (PLS) analysis, which is a multivariate statistical technique by comparing multiple dependent variables and multiple independent variables (Jogianto & Abdillah, 2015). Partial Least Square (PLS) aims to test the predictive relationship between latent variables by considering whether there is a relationship or influence between these latent variables (Hair et al. 1998). In addition, analysis using Partial Least Square (PLS) does not assume that data must be the certain scale measurement and has the low number of sample (Ghozali, 2006). This study employed SmartPLS 2.0 software to assist in data processing.

Research Result and Discussion

Evaluation of the measurement model was done by considering the relationship between the construct and the indicator through convergent validity and discriminant validity. Convergent validity was evaluated through three indicators of validity, construct reliability, and average variance extracted (AVE) values. Meanwhile, discriminant validity was done by considering the cross loading value and subsequently comparing the correlation between the extract and the root AVE.

The loading factor resulted from the output of the SmartPLS after removing the factor loading is less than 0.7, that is, 58 question items are reduced to 51 item questions. Item questions on organizational commitment variables have 3 (three) invalid items and 4 (four) question items from work motivation variables which also did not meet the validity requirements.

Table 1. Cronbach Alpha

	Cronbachs Alpha
LEADERSHIP	0,946756
EMPLOYEE PERFORMANCE	0,774570
ORGANIZATIONAL COMMITMENT	0,759432
WORK MOTIVATION	0,871860

The Cronbachs Alpha results in table 1 show that all variables have Cronbachs Alpha values that are above 0.7. Thus, the criteria are considered reliable.

	AVE
LEADERSHIP	0,736956
EMPLOYEE PERFORMANCE	0,802123
ORGANIZATIONAL COMMITMENT	0,747967
WORK MOTIVATION	0,717641

Table 2. AVE

AVE output in table 2 shows that all variables values are above 0.5. Thus, convergent validity is considered good.

The output of SmartPLS showing the cross loading value shows that each indicator that measures its construct correlates higher with its extract than other constructs, whereas the output for SmartPLS shows that AVE root value is greater than AVE in table 3. Thus, it can be concluded that it is a good discriminant validity.

	LEADERSHIP	EMPLOYEE PERFORMANCE	ORGANIZATIONAL COMMITMENT	WORK MOTIVATION	√AVE
LEADERSHIP	1.000				0,858461414
EMPLOYEE PERFORMANCE	0,802123	1.000			0,895613198
ORGANIZATIONAL COMMITMENT	0,747967	0,747967	1.000		0,864850854
WORK MOTIVATION	0,717641	0,717641	0,717641	1.000	0,847136943

Table 3. Latent Variable Correlations and root AVE

After evaluating the measurements, the results have been found. Afterward, the structural model was evaluated by considering that the R-square is a goodness-fit model test (to see the size of exogenous variables altogether/simultaneously that can explain endogenous variables). The results are shown in table 4.

Table 4. R Square

	R Square
LEADERSHIP	
EMPLOYEE PERFORMANCE	0,594461
ORGANIZATIONAL COMMITMENT	0,734546
WORK MOTIVATION	

The results of R Square in table 4 show that the influence of leadership variable and motivation variable on organizational commitment variable is 0.734546. It indicates that organizational commitment variable can be explicated by leadership variable and motivation variable which is 73.45%, while the remaining 26.55% was explained by other variables. Furthermore, the influence of leadership variable, motivation variable, and organizational commitment variable on employee performance variable found R Square value of 0.594461. It means that employee performance variable can be explained by leadership variable, motivation variable, and organizational commitment variable of 59.44%, while the remaining 40.56% was explained by other variables other than those studied.

To find out the significance of leadership variable and motivation variable on organizational commitment variable along with their impact on employee performance variables, is by considering the value of parameter coefficients and statistical significance t. The output of SmartPLS using calculate-PLS Bootstrapping is shown in table 5.

Table 5. T-statistic

	Original Sample (O)	T Statistic
LEADERSHIP -> EMPLOYEE PERFORMANCE	1,714064	6,095395
LEADERSHIP -> ORGANIZATIONAL COMMITMENT	1,292888	2,930751
ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	1,152501	2,114818
WORK MOTIVATION -> EMPLOYEE PERFORMANCE	1,393084	2,006862
WORK MOTIVATION -> ORGANIZATIONAL COMMITMENT	1,445578	4,070849

Based on the research results displayed in table 5, it shows that:

Analysis of Direct Influence

- t-statistic value is 2.930 (greater than t-table 1.64); hence, Hypothesis 1 is accepted in which leadership variable has a significant influence on organizational commitment variable. Thus, this result supports research conducted by Chen (2004) and Yeh and Hong (2012);
- t-statistic value is 6.095 (greater than t-table 1.64); hence, Hypothesis 2 is accepted in which leadership variable has significant influence on employee performance variable. Thus, the results support the research conducted by Yeh and Hong (2012) as well as research conducted by Munir (2013);
- t-statistic value is 4,07849 (greater than t-table 1.64); hence, Hypothesis 3 is accepted in which work motivation variable has significant influence on organizational commitment variable. Thus, the results support the research conducted by Fabio, et al. (2016) and Purnama, et al. (2016);
- t-statistic value is 2.006 (greater than t-table 1.64); hence, Hypothesis 4 is accepted in which work motivation variable has significant influence on performance variable. Thus, the results support the research conducted by Fadhil and Mayowan (2018);
- t-statistic value is 2.114 (greater than t-table 1.64); hence, Hypothesis 5 is accepted in which organizational commitment variable has significant influence on performance variables. Thus, the results support the research conducted by Yeh and Hong (2012) and research by Araujo and Lopes (2015).

Analysis of Indirect Influence

- Based on direct hypothesis testing, leadership variable has significant positive influence on performance (H2), leadership variable has significant positive influence on organizational commitment (H1), and organizational commitment has significant positive influence on performance (H5). Accordingly, leadership variable has significant positive influence on performance variables, both directly and indirectly, through organizational commitment, so Hypothesis 6 is accepted. It is in line with previous research carried out by Yeh and Hong (2012), Nurdin and Rohendi (2016), and Fabio, et al, (2016). The coefficient of path of employee performance variable is 1,414, leadership variable on organizational commitment is 1,293, and organizational commitment variable on performance is 1,152. Indirect influence has greater coefficient of 1,489 ($1,293 \times 1,152$) compared to the direct path coefficient of 1,414. Thus, organizational commitment significantly mediates the influence of leadership variable on performance variable.
- Based on direct hypothesis testing, work motivation variable has significant positive influence on performance (H4), and work motivation has positive significant influence on organizational commitment (H3), and organizational commitment has significant positive influence on performance (H5). As a result, work motivation variable has significant positive influence on performance variable, both directly and indirectly, through organizational commitment, so Hypothesis 7 is accepted. This result is in accordance with previous studies carried out by Fabio, et al. (2016). Path coefficient of work motivation variable on employee performance variable is 1.393, work motivation variable on organizational commitment variable 1.445, and organizational commitment variable on performance is 1.152. Indirect influence has greater coefficient of 1,664 ($1,445 \times 1,152$) compared to the direct path coefficient of 1,393. Therefore, organizational commitment significantly mediates the influence of work motivation variable on employee performance variable.

CONCLUSION AND SUGGESTION

Analysis result and discussion of this research draw the conclusion that:

- Leadership has significant influence on employee organizational commitment. A leader must be able to influence the group in attaining the goals to be achieved by the organization to be more advanced and developing, to have the ability to organize and maintain cooperative relationships and to get support from members of the organization. The existence of inspiring leadership leads to high intellectual strength, and good interpersonal relationships with employees are able to bring up organizational organizational commitment, and ultimately affect the performance of each employee;
- Employees who have high work motivation will trigger organizational commitment within themselves, so that it can improve performance achievements. Employees who have motivation will mobilize their efforts to a certain degree since the psychological factors generate, direct, and increase perseverance within themselves.

Suggestions proposed by the researcher in accordance with the research result are:

- Leaders must always manage their subordinates well, protect, provide an ideal influence, provide motivation that can be an inspiration for subordinates to advance and improve their performance, have high intellectual power to make them able to bring up ideas and provide appropriate solutions if problems occur, and should get personally closer to subordinates;
- Organizations should periodically conduct research on organizational behavior that occurs in the work environment to identify problems early and find solutions to solutions as soon as possible;
- The overall coaching and development of employees should be conducted from the level of structural officials to the level of staff which is related to sustainable basic capabilities and technical capabilities.

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