

Analysis of Leadership and Motivation Influence on Organizational Commitments and Its Impact on Employee Performance

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Abstract

The purpose of the research is to influence the leadership and motivation towards organizational commitment and its impact on the Performance of employees at PT. Blue Bird Group Narogong branch. This research uses a partial least square path modeling method. The sample of this research is all of the employees at PT. Blue Bird Group Narogong branch, which consists of 66 respondents. This research finds a significant connection between leadership and motivation towards organizational commitments and a significant path connection between organizational commitments towards Performance. But there is a significant connection path between leadership and motivation towards Performance. Furthermore, leadership and motivation are simultaneously influencing organizational commitments at 48.13%, while organizational commitments, leadership, and motivation simultaneously affect Performance at 35.17%.

Keywords - Leadership, Motivation, Organizational Commitments, Performance, Partial Least Square Path Modeling, PT. Blue Bird Narogong Branch

I. INTRODUCTION

Transportation facilities are one of the transportation facilities that are very important in all aspects of human activities. The more developed means of transportation, the easier the relationship between humans is. The development of transportation in history moves very slowly, evolving with gradual changes, which begin with long-distance walking on foot in the paleolithic era.

Currently, land transportation commonly used by the community, especially the residents of Jakarta, for mobilization in the city is taxis, buses, and electric trains. And in its development, the transportation tool increasingly improves its quality, both in terms of service and comfort and safety; this is done so that it can attract the public to be able to use public transportation rather than using private vehicles so that it can break the traffic jams that occur every day in Jakarta. The emergence of Transjakarta buses, AC Kopaja, and Commuter Line electric trains can be said as a real step by the government in realizing this. This is also responded to well by the community, so there is no doubt that every day the station and bus stops are filled with people, especially at certain hours.

Whereas taxis that are more owned by private companies are still quite popular with the public. This is because taxis have specific characteristics, including prestige, where using taxis is still considered more prestigious than other public transportation; besides, the use of taxi services is also more convenient because there is no need to jostle with other passengers and also passengers can go to specific destinations directly without the need to stop at individual stops or stations. Although it is undeniable that taxis also have disadvantages from other perspectives such as the honesty of the driver in delivering passengers to their destination, and the negative view of the passengers on the honesty of the taxi company in the arrangement of the meter.

PT. Blue Bird Group can achieve rapid development like now because it always puts forward the best technological advancements mixed with competitive human resources. In 1972, Blue Bird Group's first goal was to provide quality transportation services that had never existed in Jakarta. PT. Blue Bird Group is the first taxi company that is very strict with the use of meter and also a pioneer in the use of taximeters, air-conditioned vehicles, and the best ownership of service station equipment. All the best because of PT. Blue Bird Group has a mission to achieve customer satisfaction.

The leadership role, in this case, becomes significant because the leader has a vital role in the running of the company, both in terms of the effectiveness of work or in matters that include moving employees or subordinates. Concerning motivation, leadership is very influential in creating a conducive group environment to motivate group members. To inspire individuals to motivate themselves, a leader needs to understand the needs and desires of the individual. A conducive environment that can motivate is essential because each individual's motivation correlates directly with productivity. When inspiring group members, a leader is changing the way they think, while when motivating, leaders are changing the way they act.

To increase organizational commitment in achieving maximum Performance in addition to paying attention to leadership applied by a leader, it is also necessary to look at the motivational factors given to employees because the commitment of employees to continue working as part of an organization increases if supported by high motivation from employees related to his



job. Departing from the above background, the author took the initiative to research with the title: "Analysis of the Effect of Leadership and Motivation on Organizational Commitment and Its Impact on Employee Performance (Case Study of PT Blue Bird Group Pool Narogong Staff)."

II. LITERATURE REVIEW

A. Leadership

The definition of leadership is an activity to influence people to achieve organizational goals [1]. Leadership is "The process by which an agent induces a subordinate to behave a desired manner," means a process where an agent causes subordinates to behave in a certain way [1]. Leadership is the highest place where he uses his influence to communicate with his subordinates to achieve established organizational goals [2]. Leadership includes influencing processes in determining organizational goals, motivating followers' behavior to achieve goals, and improving groups and culture [3]. Besides that, it also influences the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining relations of cooperation and group work, obtaining support, and cooperating with people outside the group or organization.

From some definitions above, it can be concluded that leadership is a process of influencing, motivating, directing, and communicating the activities of a person or group to achieve a predetermined goal in a particular situation. Thus the leadership process includes leaders, followers, and situations. Therefore a leader must pay attention to the task and man in carrying out his leadership.

B. Motivation

Motivation comes from the Latin word "move," which means "motivation or driving force" [4]. This motivation is only given to humans, especially to subordinates or followers [5]. Motivation questions how to encourage subordinate work passion, so they want to work hard by giving all their abilities and skills to realize the company's goals.

This motivation is essential because, with motivation, it is expected that each employee works hard and be enthusiastic about achieving high work productivity. A person's behavior is influenced and stimulated by his desires, needs, goals, and decisions. This stimulus creates "motives and motivations" that encourage people to work (move) to obtain needs and satisfaction from their work. As for some understanding of motivation, among others:

- a. Motivation is an incentive to desire (*want*) the driving force of one's willingness to work; each motive has a specific goal to be achieved [5].
- b. Wayne F. Carsio expressed his opinion that motivation is a force that results from one's desire to satisfy their needs, e.g., hunger, thirst, and thirst [5].
- c. According to Berelson and Steiner, defining motivation is a conscious effort to influence one's behavior to lead to achieving organizational goals [5].

- d. According to Western and Donoghue, motivation is a series of processes that encourage a person's behavior and direct it to the achievement of several goals or, more briefly, to encourage someone to do something that must be done voluntarily and well [6].

The basic principle of motivation is the level of capability (*ability*), and motivation of individuals is often expressed by the formula: $Performance = (ability \times motivation)$. According to this principle, no task can be carried out properly without being supported by the ability to carry it out. Capability is an individual talent to carry out tasks related to goals. However, it is not sufficient to guarantee the best Performance; individuals must have the desire (motivation) to achieve the best Performance [7].

C. Organizational commitments

Organizational commitment is seen as a value orientation towards an organization that shows individuals are very concerned about prioritizing their work and organization. Individuals try to give all their efforts to help the organization achieve its goals.

According to Becker, Randal, and Riegelteam organizational commitment can be defined in three dimensions, namely [7]:

1. A strong desire to remain a member of a particular organization.
2. Willingness to mobilize high-level efforts on behalf of the organization.
3. Trust and acceptance of the values and goals of the organization.

Organizational commitment is defined as a strong desire to remain a member of a particular organization, a desire to direct all efforts on behalf of the organization, a belief, acceptance, value, and purpose for a particular organization. In other words, it is the attitude of employee loyalty to the organization and is a continuous process, and where participation in the organization gives attention to the organization, success, and prosperity that apply continuously [7]. Organizational commitment is a psychological link based on three forms (*Three-Component Model of Organizational Commitment*); *affective, normative, and continuance commitment*[8].

Based on the above, it can be concluded that organizational commitment is the level of individual loyalty as part of the organization, which is reflected in the individual's attitude towards the organization. In other words, organizational commitment is the attitude of individuals who have an attachment to their organization always to be part of the organization in realizing the goals and expectations of the organization. Organizational commitment is a level where employees are confident and accept organizational goals, and are willing to live with the organization. Various research studies show that people who

are relatively satisfied with their work are slightly more committed to the organization [9].

D. Performance

Performance in etymology comes from the word work performance (Performance). Performance is the result or level of success of a person as a whole during a specific period in carrying out tasks compared to possibilities such as expected results of work, targets, or targets or criteria that have been determined in advance and have been agreed upon [10].

Performance results from work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him [11]. States that performance results from work achieved by a person in carrying out his duties assigned to him based on skills, experience, and sincerity, and on time [5].

Performance is the attitude and what employees do. Performance is not a result or *outcomes* or produced by employees. Employee performance refers to individual work performance, which is regulated based on standards or criteria that are regulated based on standard standards or criteria that have been set by an organization. High employee performance can improve overall organizational Performance [12]. Defines Performance as the results of functions of a person's work or activities in an organization influenced by various factors to achieve organizational goals within a certain period. Elements contained in Performance, namely [12]:

1. Results of work functions.
2. External and internal factors of work that can affect the results of their work
3. Achievement of organizational goals.
4. Specified period.

Mitchel, T. R and Larson suggested aspects of Performance, including the quality of work results, abilities, initiatives or initiatives, communication, and timeliness [10]. Performance is a form of work results or business results in the form of physical appearance, as well as ideas [4]

III. RESEARCH METHODOLOGY

Data is processed and analyzed with the help of SmartPLS version 2.0 software. The data analysis method used in this study uses the PLS (method *partial Least Square Modeling*) using the approach of *the modeling path*.

Although PLS is preferred as an exploration rather than confirmation, PLS can also be used to predict whether or not there is a relationship and then a proposition for testing. The primary purpose is to explain the inter-extract relationship and emphasize the value of the relationship. In this case, the vital thing that must be considered is a theory that provides assumptions to describe the model, selection of variables, analysis approach, and interpretation of results or path analysis model.

The hypothesis is a short statement that is concluded from the theoretical foundation and previous research and is a quick answer to the problem under study, where the answer is still weak and needs to be empirically tested for the truth. The hypotheses proposed in this study are as follows:

- Ho₁: Leadership has a significant influence on organizational commitment.
- Ha₁: Leadership does not have a significant effect on organizational commitment.
- Ho₂: Motivation has a significant influence on organizational commitment.
- Ha₂: Motivation does not have a significant effect on organizational commitment.
- Ho₃: Leadership has a significant influence on Performance.
- Ha₃: Leadership does not have a significant effect on Performance.
- Ho₄: Motivation has a significant influence on Performance.
- Ha₄: Motivation does not have a significant effect on Performance.
- Ho₅: Organizational commitment has a significant influence on the Performance of
- Ha₅ : Organizational commitment does not have a significant effect on Performance.
- Ho₆: Leadership and motivation have a significant influence on organizational commitment simultaneously.
- Ha₆: Leadership and motivation do not have a significant effect on simultaneous organizational commitment.
- Ho₇: Leadership, motivation, and organizational commitment have a significant effect on Performance simultaneously.
- Ha₇: Leadership, motivation, and organizational commitment do not have a significant effect on Performance simultaneously.

IV. DATA COLLECTION

The questionnaire made by the researcher consisted of 4 variables and 35 question attributes. These variables are used to identify the linkages between these variables in PT Blue Bird Group Pool Narogong.

The distribution of the questionnaire was carried out in 1 stage. The questionnaire was randomly or randomly assigned to 66 respondents. The results of questionnaires tested for validity and reliability until they get valid and reliable results.

To collect primary data, researchers used the research instrument in the form of a questionnaire. The statements in the questionnaire contained closed questions that were distributed to respondents. A Likert scale measures these questions with the option "Strongly Agree," "Agree," "Doubt," "Disagree," and "Strongly Disagree." To get the desired data, researchers used 2 types of tests, namely, the validity test, and reliability testing. This validity and reliability testing using SPSS 17.0 software.

With 66 respondents, the degree of freedom is 64, and the level of significance is 0.05, so that the table is - 1,195. If r count $<$ r_{abel} , the question is invalid and must be replaced or eliminated. After calculating the validity of each variable using SPSS 17.0 software, the results show that all attributes of each variable are valid.

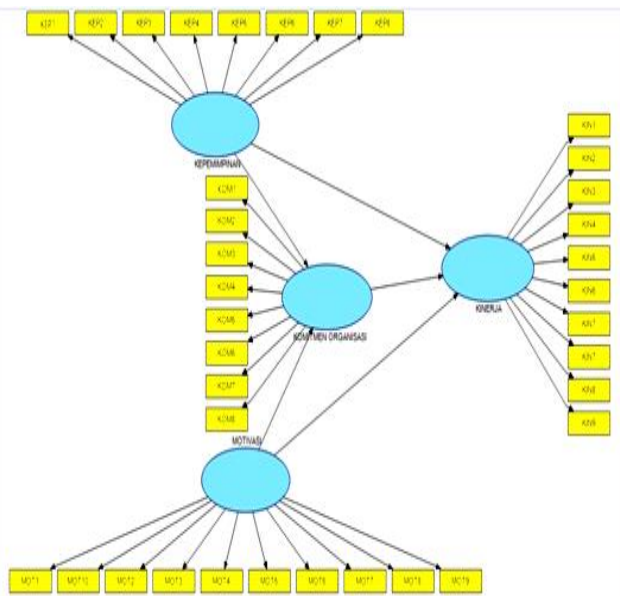
Reliability testing is carried out to ensure consistency of the questionnaire if it is carried out 2 or more studies. The minimum alpha limit is said to be reliable is 0.6, or in other words, a variable is said to be reliable if it gives an alpha value of 0.6. After testing its reliability by using SPSS 17.0, the values of each variable are as follows:

- a. Leadership = 0.781
- b. Motivation = 0.778
- c. Organizational commitment = 0.677
- d. Performance = 0.775

From the results of testing with SPSS 17.0 software, it is found that each variable has an alpha value above 0.6. Then it can be concluded that each attribute of each variable is consistent, or in other words, the questions made can be used twice or more.

That out of 66 respondents, 43 respondents or 65.2% agreed, and 23 respondents or 34.8% strongly agreed with the statement stating that I always keep my work tools from damage.

Furthermore, the data is processed and analyzed with the help of SmartPLS software version 2.0, where the data obtained is entered into a research chart that explains the author's framework of thinking in this study and also formulates the relationship between constructs and indicators.



(Source of Data from SmartPLS Results)
Figure 1 Model of Relationship between Extracts and Indicators

Next, the program is run by calculating PLS Algorithm, where the output is as follows.

Table 1 outers Loading

INDICATORS	construct	standardized LOADING FACTOR
KEP1	LEADERSHIP	0.651809
KEP2		0.622896
KEP3		0.679359
KEP4		0.881827
KEP5		0.409549
KEP6		0.656583
KEP7		0.532555
KEP8		0.559077
MOT1	MOTIVATION	0.657044
MOT10		0.366498
MOT2		0.649345
MOT3		0.720017
MOT4		0.602793
MOT5		0.68948
MOT6		0.465581
MOT7		0.550727
MOT8		0.438388
MOT9		0.384461
KOM1	COMMITMENT TO ORGANIZATION	0.662396
KOM2		0.738032
KOM3		0.364568
KOM4		0.215045
KOM5		0.257083
KOM6		0.730268
KOM7		0.661241
KOM8		0.748992
KIN1	PERFORMANCE	0.768852
KIN2		0.664573
KIN3		0.811342
KIN4		0.742498
KIN5		0.538608
KIN6		0.330703
KIN7		0.478035
KIN8		0.850503
KIN9		0.708659

(Source Data results in Sports SmartPLS)

From these results, it is known that the indicator KEP5, MOT6, MOT8, MOT9, MOT10, KOM3, KOM4, KOM5, KIN6, and KIN7 showed *standardized loading factors* below 0.5, so they had to be removed from the model. This shows that the indicator is invalid, and then the SmartPLS program is restarted. after the calculation program is restarted, the KEP7, KEP8, and MOT7 indicators also still have a standardized value of less than 0.5 loading factor so that they are also removed from the

model, and the program is restarted again. So that a model that has all the indicators produced has a standardized value of loading factors above 0.5.

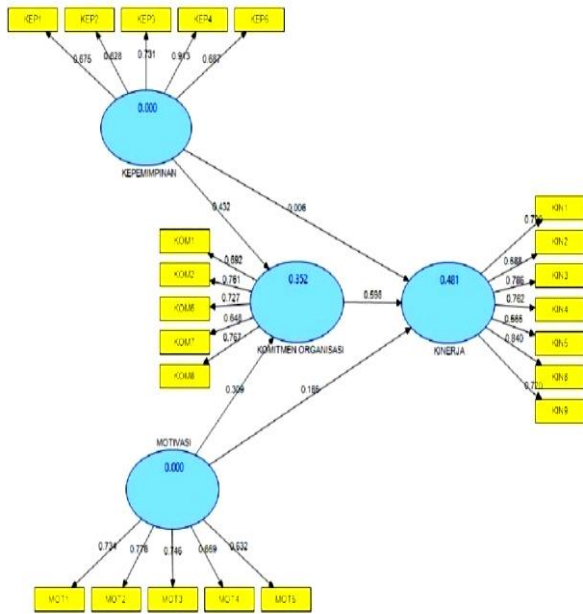


Figure 2 Model of Relationship of Extracts and Indicators after Eliminating Some Indicators
(Source of Data from Smart PLS Results)

In the above model, it can be seen that there is no standardized loading factor value of the indicator, which is less than 0.5. To produce at value statistic as a model significance test, it can be obtained using the "process *Bootstrapping*" which is also found in the calculation menu of the software SmartPLS.

After the bootstrapping process is done, the model output obtained is as follows.

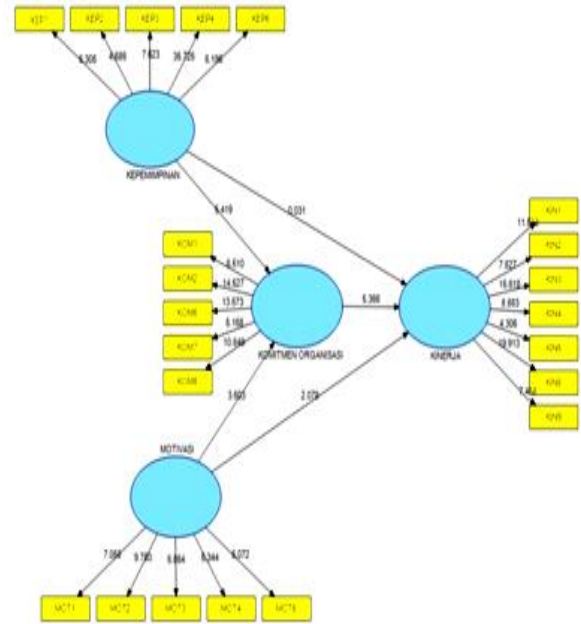


Figure 3 Model of the Relationship of Extracts and Indicators Bootstrapping
(Source of Data from SmartPLS Results)

After examining the measurement, the model is met, then the next is an examination of the structural model. This examination covers the significance of the path relationship of the research hypotheses above and value.

Table 2 Path Coefficient (Mean, STDEV, T-Value)

	Original Sample (O)	Mean (M)	Standard deviation (STDEV)	Standard Error (STERR)	T Statistics (O / STERR)
LEADERSHIP -> PERFORMANCE	-0.00556	0.002715	0.202921	0.202921	0.027379
LEADERSHIP -> COMMITMENT TO ORGANIZATION	0.441959	0.074562	0.074562	5.799462	0.43242
COMMITMENT TO ORGANIZATION -> PERFORMANCE	0.586523	0.130718	0.130718	4.570948	0.597504
MOTIVATION -> PERFORMANCE	0.214058	0.107397	0.107397	1.732704	0.186087
MOTIVATION -> COMMITMENT TO ORGANIZATION	0.30944	0.097264	0.097264	3.174646	0.308779

(Source Data Results Sports SmartPLS)

Based on the table path coefficient above, leadership has a significant influence on organizational commitment. (Ho₁). A leader should give influence; the leader not only rules but influences someone to be able to follow and carry out voluntary orders without coercion to achieve the stated goals by the organization, which can be concluded that a leader should build the commitment or loyalty of his subordinates to the organization so that organizational goals can be achieved [13].

Furthermore, organizational commitment has a significant influence on Performance (Ho₅); this happens because an employee with a commitment to a good organization will have loyalty and continue to develop themselves to continue to improve work performance; besides that, an employee who has organizational commitment will demonstrate high commitment to having the desire to provide more energy and responsibility to support the welfare and success of the organization in which he works.

And motivation has a significant influence on organizational commitment (Ho₂). Concludes motivation in several ways, including expertise in directing employees and companies to work successfully so that the desire employees and company goals and achieved. And as an influential condition, arouses, directs, and maintains behaviors related to the work environment. From these two things, it can be concluded that motivation is closely related to organizational commitment as a skill to direct employees in achieving organizational goals and also in generating and maintaining behavior related to the work environment [14].

While leadership does not significantly affect Performance (Ha₃), according to the interviews with the Operation Manager, this happened because, as a large company, PT. Blue Bird Group certainly has a well-formed system so that there is no change of leadership, nor will it have much effect on employee performance.

Similarly, motivation does not significantly affect Performance (Ha₄); according to the results of an interview with Manager Personalia, this happened because of a large company, PT. Blue Bird Group certainly has a well-formed system, so that there is a change in the ups and downs of motivation in the employee will not have much effect on employee performance.

Both of these are reinforced by the existence of system theory in organizational behavior—Ludwig von Bertalanffy, analogous to system theory as a system that exists in organisms. The cell organism consists of cells, and cells form a molecule. Each existing part forms a system that is integrated and consists of interdependent structures that work in harmony. Each molecule knows each other's duties and must be able to work together and fulfill the rules. From the explanation above, it can be concluded that a company that has a well-formed system can run on its own because every part of the company has integrated and understands its respective tasks so that there is a structural change in leadership or ups and downs of motivation within

oneself. Employees do not affect the work results set by the company.

Next is the examination by observing the Rvalue₂ as follows.

Table 3 Table R₂

	R Square
LEADERSHIP	
PERFORMANCE	0.481396
ORGANIZATIONAL COMMITMENTS	0.351768
MOTIVATION	

(Source of Data from SmartPLS Results)

From the table above, it can be seen that the value for construct performance is 0.481396. This means that the conception of motivational leadership and organizational commitment can simultaneously explain the *variability* construct of 48.13%. And the value of R₂ for constructing Organizational Commitment is 0.351768. That is, simultaneous constructs of leadership and motivation can explain the *variability of* constructs. Organizational commitment amounts to 35.17%.

V. CONCLUSION

From the above research, the author can conclude several things that can be the answers to the problem formulation in this study, including:

1. There is a significant influence between the Leadership variables and Organizational Commitment, namely a leader should exert influence; leaders not only govern but influence someone to be able to follow and carry out voluntary orders without coercion to achieve the goals set by the organization, which can be concluded that a leader should build commitment or loyalty of subordinates to the organization so that the goals organization can be achieved.
2. There is a significant influence between Motivation variables and Organizational Commitment variables, which occur because an employee with a commitment to a good organization will have loyalty and continue to develop themselves to continue to improve work performance; besides that, an employee who has organizational commitment will show commitment high has the desire to provide more energy and responsibility to support the welfare and success of the organization where he works.
3. There is a significant influence between Organizational Commitment variables and Performance, which concludes motivation in several ways, including expertise in directing employees and companies to work successfully. The desires of employees and goals company at the same time achieved. And as an influential condition, arouses, directs, and maintains behaviors related to the work environment.

4. There is no significant influence between the Leadership variable on the Performance variable, which occurs because of a large company, PT. Blue Bird Group certainly has a well-formed system, so that the change in leadership has many effects on employee performance; this is reinforced by the existence of system theory in organizational behavior. Ludwig von Bertalanffy, analogous to system theory as a system that exists in organisms. Each part of the cell in an existing organism forms an integrated system and consists of interdependent structures that work in harmony. Each molecule knows each other's duties and must be able to work together and fulfill the rules.
5. There is no significant effect between the Motivation variable on the Performance variable, which this occurs because as a large company, PT. Blue Bird Group certainly has a well-formed system so that the ups and downs of motivation in employees have much effect on employee performance; this is reinforced by the existence of system theory in organizational behavior. Ludwig von Bertalanffy, analogous to system theory as a system that exists in organisms. Each part of the cell in an existing organism forms an integrated system and consists of interdependent structures that work in harmony. Each molecule knows each other's duties and must be able to work together and fulfill the rules.
6. Variable Leadership and Motivation simultaneously influence the variable Organizational commitment of 35.17%; the value of R² of 0.351768 indicates this.
7. The Leadership, Motivation, and Organizational Commitment variables simultaneously can influence the variables. Organizational commitment of 48.13% is indicated by the Rvalue₂ of 0.481396.

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