

THE EFFECT OF LEADERSHIP AND ORGANIZATIONAL COMMITMENT IN IMPROVING EMPLOYEE PERFORMANCE AT DEPARTMENT OF ENVIRONMENT AND TRANSPORTATION OF BONDOWOSO REGENCY

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Abstract

In decision-making, leadership and organizational commitment will have an impact on employee performance. The purpose of this study was to examine and analyze the effect of Leadership and Organizational Commitment on Employee Performance at the Department of Environment and Transportation in Bondowoso Regency partially and simultaneously. The sample in this study was 60 respondents who used the purposive sampling technique. Data analysis used multiple regression tests, hypothesis testing, and coefficient of determination (R²). Based on the results of the study, it was stated that leadership and organizational commitment had an effect on employee performance partially and leadership and organizational commitment had an effect on employee performance simultaneously. The results of this study are used as guidelines in making decisions by the Head of the Office.

Keyword: Leadership, Organizational Commitment, and Employee Performance

INTRODUCTION

A good organization that grows and develops will focus on human resources in order to carry out its functions optimally, especially in dealing with the dynamics of environmental changes that occur. Thus the technical, theoretical, conceptual, moral skills of organizational actors at all levels of work are needed. In addition, the position of human resources at the highest position is useful for encouraging companies to display behavioral norms, values, and beliefs as an important means of improving their performance.

In recent years, many functions of Human Resources (HR) have changed and are closely related to the vision, strategy, structure, process, in organizational systems. However, for the continuous transformation of HR functions, HR professionals must

develop and demonstrate new competencies to fulfill their roles and responsibilities. HR functions have undergone unprecedented changes in recent years. To achieve a higher value in their companies, many HR functions are shown to reduce HR costs, improve the quality of HR services, promote stronger relationships with business needs and improve company performance (Yeung et al, 1998).

This research was conducted at the Department of Environment and Transportation, Bondowoso Regency. As in general, every year the workload of the Bondowoso Regency Environment and Transportation Service, especially in the field of Waste Management, B3 Waste, Green Planning Spaces, and Public Street Lighting experience significant developments, especially the problem of solid waste. This is caused by the development of people's lifestyles which results in an increasing volume of waste generated. In one day the waste generated is 42 (forty-two) tons, and the transport fleet consists of 2 dump trucks, 6 arm rolls, 1 ankle truck, 1 heavy equipment, 6 tricycle wheels with 70 employees. The number of existing workers does not interfere with services that have become the main duties and responsibilities of officers. With the increase in the volume of waste, the performance of employees is also getting better.

Likewise with public street lighting services, with 9,600 light points and 10 technical staff, and 2 (two) skywalker fleets, have been able to provide maximum service to the community, this is due to the number of technical personnel and the number of existing damage/disruptions. can maximize their duties so that all services provided are increasing in employee performance. The Department of Environment and Transportation of Bondowoso Regency has the potential of human resources in various capacities to carry out various service functions to the community. In addition, it must also carry out social functions internally and externally to ensure the welfare of employees which also has an impact on the survival of the organization. It is more important to maintain a more excellent level of service.

The high workload of employees who can improve services to the community indicates a high organizational commitment from employees of the Bondowoso Regency Environment and Transportation Service. This is related to problems at the Department of Environment and Transportation of Bondowoso Regency, namely satisfaction from employees (staff) with the performance of organizational leaders in terms of high communication to employees so that employees feel they have ownership of this organization and can work optimally.

Based on the background of these problems, it is necessary to improve the performance of the internal organization, namely employees. Increased employee performance is strongly influenced by organizational commitment (McNeese-Smith), leadership (Shoemaker, 1999; Kohli et al., 1998). Based on the formulation of the problem, the research questions can be formulated as follows:

1. Do the factors of leadership and organizational commitment have a partial effect on employee performance?
2. Do the factors of leadership and organizational commitment have a simultaneous effect on employee performance?

RESEARCH METHODS

This researcher uses a non-probability sampling technique, Sugiyono (2014:122) says that a non-probability sampling technique is a sampling technique that does not provide an opportunity for every element or member of the population to be selected as a sample. And the researcher will use the purposive sampling technique. (Sujarweni 2018). Researchers used purposive sampling with certain considerations or criteria. In taking the sample of respondents, researchers have the following criteria;

1. Employees who become respondents are civil servants
2. The minimum length of employment for employees is 1 year.

samples taken from the population must be truly representative. The population sample that is used as the object of this research uses the Slovin formula.

$$n = N / (1 + (N \times e^2))$$

description:

n = sample

N = Population

E = Margin error ($\alpha = 5\%$)

calculation :

$$n = 70 / (1 + (70 \times 0,05^2))$$

$$= 59,57$$

$$= 60$$

So the sample used in this study was 60 people.

Instrument Test

Ghozali (2013) Validity is to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire.

- If $r_{count} > r_{table}$ and positive value, then the variable is valid.
- If $r_{count} < r_{table}$ and is negative, then the variable is not valid.

A reliability test is a tool to measure a questionnaire which is an indicator of a variable or constructs. A questionnaire is said to be reliable if in research using SPSS data there is a Cronbach alpha value > 0.60 . Ghozali (2013) A variable declared reliable can be seen as follows;

- If $\alpha > 0.90$ then perfect reliability
- If α is between $0.70 - 0.90$ then high-reliability
- If the α is between $0.50 - 0.70$ then the reliability is moderate
- if $\alpha < 0.50$ then low reliability

Data analysis

Multiple Linear Regression

Multiple linear regression test is used to determine the positive or negative value between two or more independent variables with one dependent variable. According to Sugiyono (2009: 277): "Multiple linear regression analysis intends to predict how the state (up and down) of the dependent variable (criteria).

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

Y = Employee performance

X1 = Leadership

X2 = Organizational Commitment

a = constant

b_1, b_2 = Multiple linear regression X_1, X_2 ,

e = confounding variable

Hypothesis testing

t-test

According to Imam Ghozali (2013: 98), the t statistic test basically shows how far the influence of one independent variable individually in explaining the dependent variable.

- If the probability of significance is > 0.5 then H_0 is accepted and H_1 is rejected. This means that the independent variable (quality of service) individually does not have a significant effect on the dependent variable (community satisfaction).
- If the probability of significance is < 0.5 , then H_0 is rejected and H_1 is accepted. This means that the variable (quality of service) individually has a significant influence on the dependent variable (community satisfaction).

F Uji test

According to Imam Ghozali (2013: 98), the F statistical test basically shows whether all the independent variables included in the model have a joint influence on the dependent variable. The test is carried out by comparing the calculated F and the F table at a significance level of 5% or $= 0.5$

- If F count $>$ F table then H_1 is rejected and H_0 is accepted. This means that the independent variables together or simultaneously have a significant effect on the dependent variable.
- If F count $<$ F table then H_1 is accepted and H_0 is rejected. This means that the independent variables together or simultaneously do not have a significant effect on the dependent variable.

RESULT AND DISCUSSION

Respondent Data

This research uses the purposive sampling technique. The criteria in question are to use the age of the respondents in this study are as follows:

Table 1. Age

Age	Total	Percentage %
25-35	11	18,3%
36-45	23	38,3%
46-55	26	43,4%
Total	60	100%

Source: Data processed on 2021

Based on the table above for the age of respondents who answered the statement on the questionnaire that was submitted, there were 26 respondents aged 46-55 respondents. The majority of respondents who met in person in the field were in the age range of 46-55 years. This is because this job is not a job that young people are interested in. The high number of workers of productive age is expected to optimize their role both in environmental development and in orderly, smooth, safe, comfortable, and quality traffic and road transportation conditions by the vision and mission of the Bondowoso Regency Environment and Transportation Service.

Table 2. Gender

Gender	Total	Percentage %
Male	60	100%
Female	0	0%
Total	60	100%

Source; data processed on 2021

Based on the table above, it shows that for the gender who answered the questions on the questionnaire that was asked, all of the employees were 60 respondents, the percentage was 100% male. This is because this work is quite heavy and consumes a large amount of energy.

Table 3. Education

Education	Total	Persentasion %
Senior High School	51	85%
Bachelor	9	15%
Total	60	100%

Source; data processed on 2021

Based on the table above, it shows that the education of the employees who answered the questions on the questionnaire that was submitted with a total of 51 people was high school education. The majority who filled out the answers and met face-to-face were employees with a high school education.

Table 4. Length of work

Quantity	Total	Percentage %
1-5 years	28	46,6%
6-10 years	25	41,6%
11- 15 years	6	11,8%
Total	60	100%

Source; data processed on 2021

Based on the table above, shows that the length of time he worked at the Department of Environment and Transportation, Bondowoso Regency, especially in the Sub-Division of Waste Management, Hazardous and Toxic Waste (B3) and green space and Public Street Lighting which answered questions on the questionnaire submitted by the number of 28 people with a percentage of 48% is in the range of 1-5 years. The majority who fill in the answers and meet in person is the majority of 1-5 years in this field. It can be seen that most of the employees at the Department of Environment and Transportation of Bondowoso Regency, especially in the Sub-Division of Waste Management, Hazardous and Toxic Waste (B3) and green space and Public Street Lighting have sufficient experience, with high experience employees are expected to be accustomed to doing This job.

Validity Test

Table 5. Validity Test

statement	Person Correlations	r tabel	description
Item_1	0,622	0.2144	Valid
Item_2	0,525	0.2144	Valid
Item_3	0,572	0.2144	Valid
Item_4	0,472	0.2144	Valid
Item_5	0,472	0.2144	Valid
Item_6	0,463	0.2144	Valid
Item_7	0,478	0.2144	Valid
Item_8	0,521	0.2144	Valid
Item_9	0,582	0.2144	Valid
Item_10	0,507	0.2144	Valid

statement	Person Correlations	r tabel	description
Item_11	0,476	0.2144	Valid
Item_12	0,562	0.2144	Valid
Item_13	0,562	0.2144	Valid
Item_14	0,471	0.2144	Valid
Item_15	0,589	0.2144	Valid
Item_16	0,647	0.2144	Valid
Item_17	0,527	0.2144	Valid
Item_18	0,467	0.2144	Valid
Item_19	0,457	0.2144	Valid
Item_20	0,644	0.2144	Valid
Item_21	0,436	0.2144	Valid

Source; data processed on 2021

From the table above, based on the results of the validity analysis test, $R \text{ count} > R \text{ table}$. Then it can be stated that the statement on the questionnaire is declared valid because $R \text{ count} > R \text{ table}$.

Reliability Test

Table 6. Reliability Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership	15,31	16,115	,764	,731
Organizational Commitment	15,53	15,145	,751	,752
performance	15,72	16,824	,727	,874

Source; data processed on 2021

Based on the data above, this research is said to be reliable. Because the Cronbach alpha value of each variable is > 0.60 .

Multiple Linear Regression

Table 7. Multiple Linear Regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2,841	,411		6,782	,000
1 Leadership	,832	,521	,257	2,637	,001
Organization commitment	,721	,276	,521	3,611	,000

a. Dependent Variable: performance

Source; data processed on 2021

Multiple linear regression equation formula;

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 2,841 + 0,832X_1 + 0,721X_2$$

- a. The constant value of the Leadership variable and Organizational Commitment variable is 2.841, which means that without the Leadership variable and Organizational Commitment variable, the performance is positive and employees will feel satisfied.
- b. The leadership variable is a variable that affects employee performance with a positive coefficient of 0.832. This means that if the leadership quality includes decision making, has positive energy towards a job, it can affect employees well in terms of work so that employee performance will increase. assuming other variables do not change. The existence of this variable coefficient indicates that the higher the leadership variable, the greater the employee's performance.
- c. Organizational commitment variable is a variable that affects employee performance with a positive coefficient of 0.721. This means that if the quality of organizational commitment includes feelings of belonging to the company, pride in the organization, having a strong belief in the values of the organization increases, it can have a positive effect on employees on the value of employee performance assuming other variables are constant. The existence of this variable coefficient indicates that the higher the organizational commitment variable, the greater the employee performance.

Hypothesis Test

t test

Table 8. t test results

Item	t value	t table	Sign	alpha	Ket
Leadership	2,637	1,67065	,001	0,05	take effect
Organizational commitment	3,611	1,67065	,000	0,05	take effect

Source; data processed on 2021

Based on the table above, it can be seen the t value value of each variable.

a. The Effect of Leadership on Employee Performance

The results of the multiple regression analysis of the t-test, showed that the t value on the leadership variable was 2.637 and t table was 1.67065. This shows that t value > t table, then H0 is rejected and Ha is accepted. From these results, H0 is rejected and Ha is accepted, which means that there is a partial influence of leadership variables on employee performance at the Department of Environment and Transportation.

b. The effect of organizational commitment on employee performance

The results of the multiple regression analysis of the t-test, showed that the t value on the organizational commitment variable was 3.611 and t table was 1.67065. This shows that t value > t table, then H0 is rejected and Ha is accepted. From these results, H0 is rejected and Ha is accepted, which means that there is a partial effect of organizational commitment on employee performance at the Department of Environment and Transportation.

F test

Table 9. F test

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	31,241	2	11,532	19,172	,000 ^b
Residual	22,764	57	,738		
Total	54,005	59			

a. Dependent Variable: performance

b. Predictors: (Constant), leadership, organization commitment

Based on the above results obtained the following results. The F_{count} value is 19,172 with the provision that the α value of 5% is 2,758 with the above test criteria, the F_{count} is 19,172 F_{table} is 2,758, which means that statistically it can be proven that all independent variables (leadership (X_1) and organizational commitment (X_2)) simultaneously have an effect on employee performance at the Department of Environment and Transportation.

CONCLUSION

Based on the results of research that has been conducted on employees of the Department of Environment and Transportation to determine the effect of leadership and organizational commitment on employee performance, some of the results of data analysis and discussion in this study can be concluded that;

1. The results of data analysis show that the leadership variable has a partial effect on the performance of employees at the Department of Environment and Transportation, especially in the Sub-Division of Waste Management, Hazardous and Toxic Waste (B3) and green space and public street lighting. This is reflected in the results of employee interviews and questionnaires that employees see the current leadership role as having a positive impact. Where the leadership role has produced strong energy and determination in every employee, challenges and encourages every employee to be enthusiastic at work, can make high-risk decisions, and have a vision and mission that is in line with organizational goals.
2. The results of data analysis show that the variable of organizational commitment has a partial effect on the performance of employees at the Department of Environment and Transportation, especially in the Sub-Division of Waste Management, Hazardous and Toxic Waste (B3) and green space and public street lighting. This is reflected in the results of employee interviews and questionnaires that employees feel this organization has become a part of their lives, have a sense of pride, have a sense of pride in this organization, have a great willingness to try for their organization, and have no desire to change jobs.
3. The results of data analysis show that leadership and organizational commitment simultaneously affect the performance of employees at the Department of Environment and Transportation, especially in the Sub-Division of waste management, hazardous and toxic waste (B3) and green space and public street lighting. This is reflected in the

results of the questionnaire being satisfied with the leadership role and organizational commitment given by the government, from the quantity and quality produced, work time efficiency, professional standards increase, punctuality is much better, and employee creativity is increasing.

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