

The Influence of Leadership Quality, Organizational Commitment, and Work Culture on Employee Performance at the Manpower and Transmigration Office of West Papua Province

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Abstract

This study aims to analyze: 1) The effect of leadership quality, organizational commitment and work culture partially on employee performance, 2) The influence of leadership quality, organizational commitment, and work culture simultaneously on employee performance, and 3) The most dominant variable has an influence on employee performance. employee performance at the Department of Manpower and Transmigration of West Papua Province. The population of this study were all employees of the Department of Manpower and Transmigration of West Papua Province totaling 48 people. Determination of the sample using a saturated sample technique so that the entire population is used as a sample, namely 48 respondents. Data collection techniques using questionnaires and documents, data analysis using multiple linear regression.

The results showed that: 1) Leadership quality, organizational commitment, and work culture partially have a positive and significant effect on employee performance, 2) Leadership quality, organizational commitment, and work culture simultaneously have a positive and significant effect on employee performance, 3) Leadership the most dominant influence on employee performance at the Department of Manpower and Transmigration of West Papua Province 4) The results of the coefficient of determination show that 89.8% of employee performance variables can be explained by independent variables: leadership quality, organizational commitment, and work culture, while the remaining 10, 2% is explained by other variables outside this research model.

Keywords: *Leadership quality, organizational commitment, work culture and employee performance*

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PRELIMINARY

Human resources are important assets for the organization, because their roles and functions cannot be replaced by other resources and of course they must always be oriented to the vision and mission of the organization. To achieve its vision and mission, human resources in an organization must have good performance, commitment to behavior and competence, coupled with quality leadership. Some of the roles that human resources need to have in facing the challenges of the world of work, for example, can perform job analysis, plan the need for manpower and recruit qualified candidates, manage finances and others.

Performance is a potential that must be possessed by every employee to carry out the duties and responsibilities given by the organization to employees. With good performance, every employee can solve all organizational burdens effectively and efficiently so that problems that occur in the organization can be resolved properly. Rivai (2015) argues that employee performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results. Performance becomes the real foundation in an organization because if there is no performance then the goals of the organization cannot be achieved. Employee performance needs to be used as an evaluation material for leaders to determine the level of employee activity in the organization.

According to Erni and Kurniawan (2005: 255), leadership quality is someone who has the ability to influence the behavior of others without using force, so that the people they lead accept themselves as worthy figures to lead them. Therefore, leadership can be interpreted as a process of influencing and directing employees in carrying out the tasks or jobs that have been given to them and this is the potential to be able to make other people (who are led) follow what their leaders want into reality. Edwin Ghiselli (in Handoko, 2011), "leadership is the ability that a person has to influence others to work towards achieving goals and objectives".

The quality of one's leadership is believed to be a key driving force for organizations that are able to build a new culture that is suitable for change. Leadership is also believed to be closely related to the success of an organization. Leaders in an organization have a dominant position in determining the success or failure of an organization. The performance produced by an organization is a description of the performance given by the leader in managing the organization. A qualified leader will be able to direct, influence, and supervise his subordinates to carry out tasks in accordance with their main duties and orders, so that they are expected to realize the achievement of organizational goals.

A quality leader must always have the thought that everyone in the organization is important and special, they must be respected and respected as they value their leader. Every individual in the organization is like precious gold, and will continue to shine as a result of the personal approach of the leader that creates a sense of pride and feeling highly valued. So if someone wants to be an effective and quality leader, start by mastering the skills of self-leadership. alone. A leader must have the power and authority to direct and guide subordinates, build organizational commitment, so that he gets recognition and support from his subordinates.

According to Luthans (in Wibowo, 2017) organizational commitment is often defined as: a. a strong desire to remain a member of a particular organization, b. desire to exert effort at a high level on behalf of the organization, c. firm belief in and acceptance of the organization's values and goals. In other words, commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and prosperity. According to Colquitt, Lepine and Wesson (in Wibowo, 2017) organizational commitment is the desire of some workers to remain members of the organization. Organizational commitment affects whether an employee remains as an organization (is retained) or leaves to pursue another job.

Many organizational members become disloyal and leave membership may be due to a commitment from the organization that is not fulfilled. This can have a

negative impact on the progress of an organization, hence the need for a commitment which the organization can undertake. For example, if the organization's commitment to wages as promised, or job bonuses for members who can complete a target. Organizational commitment cannot be underestimated, because it is one of the lives of an organization.

Besides leadership quality and organizational commitment, another factor that also influences employee performance is work culture. Mangkunegara (2005) suggests that work culture is a set of assumptions or systems of beliefs, values, and norms developed in an organization that can be used as a basis for member behavior, to overcome problems of external adaptation and internal integration. Supriyadi and Triguno (2006) stated that: "Work culture is a philosophy based on a view of life as values that become traits, habits that are also drivers that are cultivated in a group and are reflected in attitudes into behaviors, ideals, opinions, views. sera action that manifests as work."

The importance of commitment organization, leadership and culture organization put forward by Putra, SW (2015), in his research on the influence of organizational commitment, organizational culture and leadership style and environment on employee performance in small industries. The results show that leadership, organizational commitment, work culture, and work environment have a significant effect on performance. The same study was also conducted by Benjamin Richard Manery, Victor PK Lengkong, Regina T. Saerang (2018), which stated that simultaneously organizational commitment and work culture had a positive and significant effect on employee performance. Partially organizational commitment has a positive but not significant effect on employee performance. Partially, organizational culture has a positive and significant effect on employee performance.

The phenomenon at the Manpower and Transmigration Office of West Papua Province shows that the leadership has not implemented a quality leadership style in accordance with employee expectations, organizational commitment is still low, and work culture has not been well supported in the implementation of employee duties. Therefore, if the three variables can be improved properly, it can be ascertained that the performance of employees at the Manpower and Transmigration Office of West Papua Province can increase significantly. In this context, this research is important to analyze the influence of leadership quality, organizational commitment, and work culture on employee performance, as well as provide important recommendations to employees. West Papua Province Manpower and Transmigration Office in improving employee performance.

Empirical support for the strong influence of leadership quality, organizational commitment, and organizational culture on employee performance has at least been suggested by several previous researchers, including Rahmawati (2019, Saerang, et.al (2018), Damri (2017), Anggiani (2021), Madjodjo, et.al (2020), Minarsih, et.al (2016), Sabban (2018), Sabban and Maryadi (2020). In this context, this research was conducted with the formulation of the problem as follows: (1) How does the influence of leadership quality, organizational commitment and organizational culture on employee performance partially and simultaneously, (2) Which variable has the most dominant effect on employee performance at West Papua Province Manpower and Transmigration Office.

According to Edwin Ghiselli (in Handoko, 2011), leadership quality is the ability that a person has to influence others to work towards achieving goals and objectives. Hasibuan, (2017) defines "Leadership is the art of a leader influencing the behavior of subordinates, so they want to work together and work productively to achieve organizational goals". Siagian (2014) which states that "leadership is a person's ability to influence others". The higher the position of a leader in the organization, the greater the weight of the decisions he makes although often these decisions are general and qualitative. Hasibuan, (2017) defines "Leadership is the art of a leader influencing the behavior of subordinates, so they want to work together and work productively to achieve organizational goals".

Leadership quality is an inherent ability or trait that must be possessed by a leader according to the demands of the organization so that he is able to lead and can bring the organization to move in the right frame to achieve organizational goals. To achieve these goals, leaders are required to create good personal relationships with their staff. so that they can improve the quality of work towards improving good performance. A quality leader must realize that in order to create effective human relations with his staff, he needs to have the ability to treat others as subjects, as partners not objects, like inanimate objects that can be needed at will.

According to Robbins (2015) organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Organizational commitment, an employee identifies an organization, its goals and expectations to remain a member. Most research has focused on emotional involvement in the organization and belief in its values as the 'gold standard' for employee commitment" (Robbins, 2015). Colquitt, et al (in Wibowo 2016) define organizational commitment as the desire of some workers to remain members of the organization. Organizational commitment affects whether workers stay as members of the organization or leave the organization looking for a new job (Wibowo, 2016)

According to Luthans (2006) organizational commitment is a strong desire to remain as a member of the organization, certain, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of values and goals of the organization. Porter and Mowday et al (in Kuntjoro, 2002), define organizational commitment as the relative strength of the individual in identifying his involvement in the organization. This can be characterized by three things, namely; acceptance of the values and goals of the organization and the desire to maintain membership in the organization (becoming part of the organization).

According to Triguno in Ruliyansa (2018), work culture is something that needs to be considered in company or organizational activities in building employee performance and productivity so that it directs the company to success which is carried out with the awareness of each individual, while awareness is the attitude of someone who voluntarily comply with all regulations and are aware of their duties and responsibilities. Work culture is a quality way of daily work and always underlies meaningful values, so that it becomes motivation, inspires, always works better, and is satisfying for the people it serves (Ruliyansa, 2018). Meanwhile, according to Sulaksono, (2010) work culture is "The way we are doing here" meaning the attitudes and behavior of employees in carrying out their duties.

Robbins (2015) work culture leads to a unified system of shared meaning adopted by organizational members that distinguishes the organization from other organizations. Work culture is the embodiment of life found in the workplace. More specifically, work culture is a system of meanings related to work, work and work interactions that are mutually agreed upon and used in everyday life. The work culture contained in an organization is a place to hone organizational members working in the organization. The quality of the character of this work culture will shape the size of the willingness, desire, and passion of organizational members to bring out and utilize their human potential to contribute to the process of creating organizational performance (Hartanto, 2009).

Moekijat (2014) states that performance describes feelings related to the soul, group spirit, excitement, and activity. If the employee seems happy, optimistic about activities and tasks, and is friendly with each other, then the employee is said to have high morale. On the other hand, if employees appear dissatisfied, irritable, often sick, like to argue, restless, and pessimistic, then this reaction is said to be evidence of low morale. Performance is a feeling of willingness that allows a person to work to produce more and better work. Thus, performance describes a deep and satisfied feeling of individual or group satisfaction with work, cooperation, and the work environment and encourages them to work better and productively. According to Gondokusumo (2012), performance is a reflection of personal attitudes or group attitudes toward work and cooperation. Performance means the attitude of individuals and groups towards the entire work environment and towards cooperation with others to achieve maximum results in accordance with the interests of the company.

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. According to Robbins (2008) that employee performance is a function of the interaction between ability and motivation. Then Mangkunegara (2015), performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. While Rivai (2016), performance is defined as the willingness of a person or group of people to carry out an activity, and perfect it according to their responsibilities with the expected results. It is concluded that performance is the result of work, both in quality and quantity, achieved by employees in carrying out their duties according to the duties assigned by the organization, and the results of their work are adjusted to the work expected by the organization, through criteria or performance standards that apply within the organization.

Starting from the background and formulation of the research problems described above, the conceptual framework for this research is structured as follows:

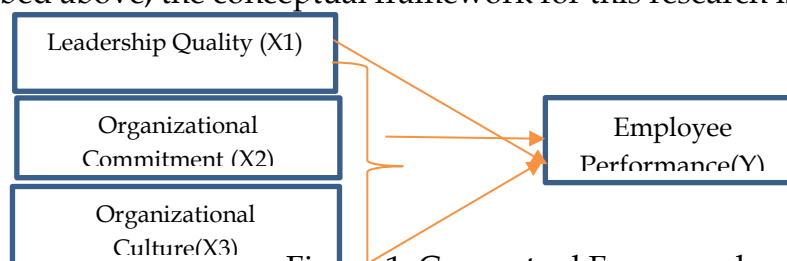


Figure 1. Conceptual Framework

The hypotheses of this research are: 1) Leadership quality, organizational commitment, and organizational culture have a positive and partially significant effect on employee performance, 2) Organizational commitment, leadership quality,

organizational commitment, and organizational culture have a positive and significant effect simultaneously on employee performance. 3) The leadership variable that has the most dominant influence on employee performance.

METHODOLOGY

This research is descriptive researchanalyticalusing a quantitative approach. Descriptive method is a method that aims to describe or describeobjectfactual and accurate systematic research on facts and relationships between variables used as research variables Quantitative approach is an approach used in research through mathematical calculations to prove scientifically whether there are relationships that occur between research variables and the extent of the implications for certain variables to be proven in this study (Echdar, 2017). The population in this study were all employees at the Regional Financial and Asset Management Agency of Manokwari Regency, which amounted to 48 people, using a saturated sample, so all the population was used as a sample.samplename 48 respondents. Multiple linear regression analysis is used to determine whether there is an influence of work discipline, compensation and morale on employee performanceonRegional Financial and Asset Management Agency of Manokwari Regency.

RESULTS AND DISCUSSION

a. Validity test

Based on the results of the validity test, the correlation number (r count) is greater than the required r table, which is 0.284 Correction Item Total Correlation (r count) all variables of organizational commitment, leadership, work culture and performance are between 0.530 – 0.933. These results indicate that the value of r count > 0.284 (r table), thus indicating that all statement items on the questionnaire quality leadership, organizational commitment, and work culture, Performance are valid or able to reveal something that will be measured by the questionnaire, so it can be used to further analysis.

b. Data Normality Test

Table 2. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		48
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.54716545
Most Extreme Differences	Absolute	.105
	Positive	.105
	negative	-.098
Test Statistics		.105
asyp. Sig. (2-tailed)		.200c,d

Source: processed prime data, 2022.

Based on the statistical test of normality, it shows that the normality test with Kolmogorov Smirnov with an Asymp.Sig (2-tailed) value of 0.200> 0.05, it can be concluded that the distribution is normally.

c. F Test (Simultaneous Test)

**Table 3. F Test Results
ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	985,474	3	328,491	128,471	.000b
	Residual	112.505	44	2,557		
	Total	1097,979	47			

Source: Primary data processed, 2022

d. T test (Partial Test)

**Table 4. Partial t-test results
Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-4.045	1,233		-3.281	.002		
	Organizational Commitment	.379	.138	.278	2,748	.009	.228	4.393
	Leadership	.432	.083	.424	5.205	.000	.351	2.851
	Organizational culture	.405	.091	.344	4.479	.000	.394	2,537

a. Dependent Variable: Performance

Source: processed prime data, 2022.

DISCUSSION

a. Influence of leadership quality on employee performance

The results of testing the first hypothesis which states that leadership quality has an effect on performance can be seen in table 4. From the coefficient table, the t-count value is 5.205 and the t-table value is known to be 2.010. By comparing between tcount and ttable, it is found that tcount < ttable = 5.205 < 2,010, because the value of tcount is smaller than t table, it can be concluded that the regression coefficient of the Leadership variable has an effect on performance. And the results obtained from the comparison of the value of sig. with the level of significance: sig. = 0.000 < 0.05. Because sig. < , it can be concluded that the leadership quality variable partially (individually) has an effect on employee performance. The results of this study are in line with previous research conducted by Miftahuddin (2014),

One of the factors that affect employee performance is the quality of leadership. According to Gering, Supriyadi and Triguno, (2001) leadership quality is a philosophy based on a view of life as values that become traits, habits and also drivers that are

cultured in a group and are reflected in attitudes into behaviors, ideals, opinions, views, and actions that are tangible as work or work. Hadari Nawawi (2003) Leadership is a habit that is carried out repeatedly by employees in an organization, violations of this habit do not have strict sanctions, but from morally organizational behavior it has been agreed that habits must be obeyed in order to carry out work to achieve goals.

By getting used to quality work, such as trying to do a certain way of working, so that the results are in accordance with the standards or qualifications determined by the organization. If this can be done well or entrenched in the employee, so that the employee becomes an employee who has economic value, or provides added value for other people and the organization. In addition, if the work carried out by employees can be carried out correctly according to applicable procedures or provisions, it means that employees can work effectively and efficiently

Based on the view of the benefits of leadership, it can be drawn a real description that the benefits of leadership are to improve the quality of human resources, quality of work, quantity of work so that it is as expected. So the benefits of good leadership will bring good changes in achieving the results desired by the leadership, such as mutual cooperation, togetherness, openness, kinship and also work productivity in completing the work given to each member of the organization.

b. The effect of organizational commitment on employee performance

The results of testing the first hypothesis which states that organizational commitment has an effect on performance can be seen in table 4. From the coefficient table, the t-count value is 2.748 and the t-table value is known to be 2.010. because the value of t count is greater than t table, it can be concluded that the regression coefficient of the organizational commitment variable has an effect on performance. And the results obtained from the comparison of the value of sig. with the level of significance: sig. = 0.009 > 0.05. Because sig. > , it can be concluded that the organizational commitment variable partially (individually) has a positive and significant effect on employee performance.

According to Steers and Porter (2000) organizational commitment is a form of work commitment that appears not passive loyalty, but also involves an active relationship with work organizations that have the aim of giving all efforts for the success of the work organization concerned. Employee performance will be better organized with good organizational commitment. Employees who are committed will work optimally because they want the success of the organization where they work. They will be engaged in a full of responsible work. An employee with high organizational commitment will produce good performance in order to achieve organizational goals. On the contrary,

c. Influence of work culture on employee performance

The results of testing the third hypothesis which states that work culture has an effect on performance can be seen in table 4. From the coefficient table, the t-count value is 4.479 and the t-table value is known to be 2.010. By comparing between tcount and ttable, it is found that tcount > ttable = 4.479 > 2.010, because the t count is greater than t table, it can be concluded that the regression coefficient of the Organizational Culture variable has an effect on performance. And the results obtained from the

comparison of the value of sig. with the level of significance: $\text{sig.} = 0.000 < 0.05$. Because $\text{sig.} <$, it can be concluded that the organizational culture variable partially (individually) has a positive and significant effect on employee performance.

The results of this study are in line with research conducted by Research conducted by Zakharia (2014) which concluded that (1) organizational culture significantly influences teacher performance, (2) job satisfaction significantly affects teacher performance, (3) organizational culture and Job satisfaction together has a significant effect on teacher performance.

Organizational success is influenced by various factors, one of which is a work culture factor that functions as a force, a driving force in achieving goals, and a differentiator between one organization and another. If an organization has members or employees who are still active, it can be indicated as evidence that the work has been able and successful in functioning work culture as an adhesive in daily organizational activities and as a binder of cohesiveness between individuals in the organization.

Work culture is the norms and values that direct the behavior of organizational members because organizational culture is an element that is needed in running the organization. A good organization must be able to create a good and correct organizational culture so that it can be inspired and practiced by employees in carrying out their duties. Organizational culture that is directly related to employees includes individual initiative, direction, integration, management support, control, reward system, and communication patterns and is combined with DJKN's Core Values (integrity, commitment, and sincerity).

d. The influence of leadership quality, organizational commitment, and work culture on employee performance.

The results of this study indicate that the quality of leadership, organizational commitment, and work culture have a simultaneous and significant effect on employee performance. It can be seen from the calculated F value above of $128.471 > 2.57$ and the probability of 0.000 is less than 0.05, and the $F_{\text{count}} > F_{\text{table}}$. Thus, $F_{\text{count}} > F_{\text{table}}$ ($128.471 > 2.57$). Because $\text{sig.} <$, it can be concluded that the regression coefficients on the variables of leadership, organizational commitment, and work culture simultaneously have a positive and significant effect on employee performance.

Hasibuan (2016) says that work performance is a person's ability in an effort to achieve better/more prominent work results towards achieving organizational goals. According to Mangkunegara defines work performance or performance as the result of people's work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him within a specified period of time. Another definition, explains that performance is a record resulting from employee functions or activities carried out by employees during a certain period of time. Work performance is also a person's achievement in carrying out his work.

This is also supported by the opinion of Cokroaminoto (2007) the notion of employee performance refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on established indicators of success. As a result, it will be known that an employee enters a certain level of performance. The level can be various terms. Performance can be classified as over-

target, on-target or under-targeted. Departing from these things, performance is interpreted as the whole "for work" of an employee.

e. The most dominant variable

The results of this study prove that the most dominant variable has an effect. On employee performance is leadership quality (X1), because $f = 0.344$ and P value = 0.000, so that the variable leadership quality (X1) has the most dominant influence on employee performance. The p value of X1 ($0.000 < 0.005$) and has the most significant value and the value of $f = 0.413$ which is the largest among other variables on the Y variable (performance), so it is determined to be the most dominant variable in this study.

CONCLUSION

Based on the results of the research and discussion that have been stated previously, it can be concluded several things as follows, 1) Partially the quality of leadership has a positive and significant effect on employee performance, 2) Partially organizational commitment has a positive and significant effect on employee performance, 3) Partially work culture positive and significant effect on employee performance, 4) Simultaneously the quality of leadership, organizational commitment, and work culture have a positive effect on employee performance, 5) The most dominant variable affecting employee performance is the leadership variable. Suggestions to the Head of Service to always strive to improve employee performance through improving leadership quality, organizational commitment and work culture,

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