
INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON ORGANIZATIONAL PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENTS IN DIRECTORATE TRAFFIC IMMIGRATION MINISTRY OF LAW AND HUMAN RIGHTS

Imam Sutadi, Suryanto and CichRatnasih

Magister of Management, Universita Krisnadwipayana

Campus UnkrisJatiwaringin PO BOX 7774/Jat CM Jakarta 13077, Indonesia

ABSTRACT

This study aims to determine the effect of leadership and motivation simultaneously on organizational performance, determine the effect of leadership on organizational performance partially, determine the effect of motivation on organizational performance partially, determine the effect of organizational commitment partially on organizational performance, determine the effect of leadership on performance through commitment organization and determine the effect of motivation on organizational performance through organizational commitment variables. The study was conducted at the Directorate of Immigration Traffic, Directorate General of Immigration, ministry of law and human rights. Sampling using saturated samples involving 52 employees in all parts of the organization. Data analysis uses path analysis.

The results showed that the leadership and motivation variables influence simultaneously organizational performance. Leadership variables affect organizational performance partially. Motivational variables affect organizational performance partially. Variable organizational commitment partially affects organizational performance. Leadership and motivation affect organizational performance through organizational commitment.

KEYWORDS: leadership, motivation, organizational commitment, organizational performance

INTRODUCTION

In some areas, organizational performance can be measured from other things such as strategic planning, operations, and finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate. One of the things that can affect organizational performance is leadership. Leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as a willingness to be the main responsibility of the group activities they lead.

Broad leadership includes the process of influencing in setting organizational goals, motivating followers to attain goals, influencing the interpretation of the events of followers, organizing and activities to achieve goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside the group or organization. According to Hasibuan (2014: 170) "Leadership is a way a leader influences the behavior of subordinates to want to work together and work effectively and efficiently to achieve organizational goals".

Another factor that influences organizational performance is motivation. Motivation can also affect the achievement of organizational performance. Motivation is an impulse that causes someone to do an action to achieve a certain goal. Motivation comes from the word motive which means "impulse" or stimulation or "driving force" that is in a person. According to Weiner (1990) cited Elliot et al. (2000), motivation is defined as an internal condition that arouses us to act, drives us to achieve certain goals, and keeps us interested in certain activities.

According to Uno (2009), motivation can be interpreted as internal and external impulses in a person that is indicated by the presence; passion and interest; encouragement and needs; hopes and ideals; appreciation and respect. Motivation is something that makes a person act (Sargent, quoted by Howard, 1999) states that motivation is the impact of a person's interactions with the situation they face (Siagian, 2008). Motivation becomes a strength, energy or power, or a complex condition and readiness in individuals to move towards certain goals, both consciously and unconsciously (Makmun, 2003).

Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees to lead to efforts to achieve organizational goals. Organizations that can succeed well if accompanied by the activities of the utilization of human resources, especially employees optimally. Therefore the organization must be aware of the techniques that can be used to maintain the survival of the organization, which of course is strongly supported by good work performance so as to produce high productivity. Motivation arises because there is a need and therefore the action is directed towards achieving certain goals. If the goal has been achieved, satisfaction will be achieved and tends to be repeated again, so that it is stronger and more stable.

Organizational commitment also needs to be considered in improving organizational performance. Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the individual's acceptance of the values and goals of the organization and has a desire to be affiliated with the organization and willingness to work hard for the organization so as to make individuals feel at home and still want to stay in the organization for achievement of organizational goals and sustainability.

LITERATURE REVIEW

Leadership

Leadership is the process of influencing others towards organizational goals (Bartol, 1991 in Tika, 2006: 63). This leadership variable is operationally measured using 4 (four) indicators adopted from Hersey-Blanchard's situational leadership theory in Robbins (1998: 45) as follows:

- (1) Telling (the ability to tell members what they should do)
- (2) Selling (the ability to sell/provide ideas to members)
- (3) Participating (the ability to participate with members)
- (4) Delegating (ability to delegate to members)

Fiedler in Hanafi (2002) explained that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as a willingness to be the main responsibility of the group activities they lead.

According to Rivai (2009: 2), the definition of leadership broadly, is covering the process of influencing in determining organizational goals, motivating followers' behavior to achieve goals, influencing interpretation of the events of followers, organizing and activities to achieve goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside the group or organization. According to Hasibuan (2003: 170) "Leadership is a way a leader influences the behavior of subordinates to want to work together and work effectively and efficiently to achieve organizational goals".

According to Hanafi (2002), there are five essential leadership functions, namely:

1. The function of determining the direction, namely how the leader in managing the organization effectively by determining the strategies and tactics prepared by the leadership to achieve the objectives to be achieved and by optimizing the utilization of all available means.
2. Function as a spokesperson, this function requires a leader to act as a liaison between the organization and outside stakeholders such as shareholders, suppliers, distributors, financial institutions and related government agencies.
3. Function as a communicator, which is a function as a communicator that is more emphasized on the ability to communicate goals.
4. Function as a mediator to tackle and resolve problems in the organization.
5. The function as an integrator is the attitude to prevent boxed actions and actions.

MOTIVATION

Every individual has internal and external conditions that play a role in his daily activities. One of the

internal and external conditions is "motivation". Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees to lead to efforts to achieve organizational goals. Organizations that can succeed well if accompanied by the activities of the utilization of human resources, especially employees optimally. Therefore the organization must be aware of the techniques that can be used to maintain the survival of the organization, which of course is strongly supported by good work performance so as to produce high productivity. Motivation arises because there is a need and therefore the action is directed towards achieving certain goals. If the goal has been achieved, satisfaction will be achieved and tends to be repeated again, so that it is stronger and more stable. Simamora's (2008: 55) work motivation is a function of individual expectations that certain efforts will produce a level of performance which in turn will produce the desired rewards or results. Uno (2007: 98) defines motivation as a process that determines the intensity, direction, perseverance of individuals in an effort to achieve goals, motivation is the strength both from within and outside that drives a person to achieve certain goals that have been set previously or motivation can be interpreted as the process of trying to influence the person or people they lead to do the desired work in accordance with certain goals that are set in advance.

Based on the definitions from the experts above it can be concluded that the purpose of providing motivation encourages a person to be able to do work optimally in accordance with the stated goals. In essence, motivation is an impulse that moves a person to do an activity. So motivation is the impetus found in a person as a result of the influence that comes from within and from outside himself, then the drive causes direct, and organizes behavior to do work.

Organizational Commitment

The concept of organizational commitment has been defined and measured in a variety of different ways. According to Cherrington (1995) organizational commitment as a personal value, which is sometimes referred to as a loyal attitude to the company. Robbins (1998) states that organizational commitment is one of the attitudes that reflect feelings of like or dislike for the organization at work. Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the individual's acceptance of the values and goals of the organization and has a desire to be affiliated with the organization and willingness to work hard for the organization so as to make individuals feel at home and still want to stay in the organization for achievement of organizational goals and sustainability.

Meyer and Allen (1993) put forward three components of organizational commitment:

1. Affective commitment occurs when employees want to be part of an organization because of emotional attachments or feel the same values as the organization,
2. Continuance commitment, which is the individual's willingness to stay in the organization

because they do not find another job or because of certain economic rewards.

3. Normative commitment arises from employee values. Employees remain, members of the organization because there is an awareness that commitment to the organization is the right thing to do.

Organizational commitment reflects how an individual identifies himself with the organization and is bound by its goals. Managers are advised to increase job satisfaction with the aim of getting a higher level of commitment. Furthermore, higher commitment can facilitate the realization of higher productivity. (Kreitner and Kinicki, 2015:274).

Organizational Performance

According to Richard et al (2009) organizational performance is something that is produced by the organization which includes results such as financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as expanding market share, and sales. In addition, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder.

In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

The purpose of productivity is related to the development of the organization (Shrestha, 2005). Small organizations have a desire to continue to grow and become big. The developing organization is in the context of communicating the development itself.

Besides that, according to Kaplan and Norton (1992), organizational performance should be measured not only in terms of financial concepts but also from non-financials. Performance can be measured by productivity, quality, consistency and so on. On the other hand organizational performance measures results, levels of behavior and normative, education and the resulting concepts including management development (Richard, 2002).

RESEARCH METHODS

Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

Object of Research

The study was conducted on employees of the Directorate of Immigration Traffic, Directorate General of Immigration, Ministry of Law and Human Rights.

Population and Research Samples

The population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions are drawn (Sugiyono, 2013). The sample is pulling a portion of the population to represent the entire population (Surakhmad, 2001).

The sample used by the authors in this study were employees of the Directorate of Immigration Traffic, Directorate General of Immigration, Ministry of Law and Human Rights as many as 52 people. The total number of employees involved in this study. So that the sampling uses the saturated sample method.

RESEARCH RESULTS AND DISCUSSION

Here are the results of the analysis output as follows:

Table 1. Output Results

Variable	Estimate	S.E.	C.R.	P
KOM <--- KEP	,908	,451	2,013	,044
KOM <--- MOT	,661	,363	1,991	,017
KIN <--- KOM	,761	,222	3,435	,015
KIN <--- KEP	,601	,407	1,993	,015
KIN <--- MOT	,761	,337	1,968	,011

1. The Effect of Leadership on Organizational Performance Partially

Based on the estimated parameters for testing the effect of leadership on organizational performance shows a CR value of 1.993 with a probability of 0.05. Therefore the probability value <0.05, it can be concluded that the leadership variable is proven to have a significant positive effect on organizational performance.

2. The Effect of Motivation on Organizational Performance Partially

Based on the estimated parameters for testing the effect of motivation variables on organizational performance shows a CR value of 1.968 with a probability of 0.011 or smaller than 0.05. This shows

that the leadership variable has a partial effect on organizational performance.

3. Partial Influence of Leadership on Organizational Commitment

Based on the estimated parameters for testing the influence of leadership variables on organizational commitment is 2.013 with a probability of 0.044 or smaller than 0.05. This shows that the leadership variable is proven to have a significant positive effect on organizational commitment.

4. The Effect of Motivation on Organizational Commitment Partially

Based on the estimated parameters for testing the effect of motivational variables on organizational commitment is 1.991 with a probability of 0.017 or smaller than 0.05. This shows that the motivation variable has a significant positive effect on organizational commitment.

5. Effect of Organizational Commitment on Organizational Performance Partially

Based on the estimated parameters for testing the effect of organizational commitment variables on organizational performance is 3.435 with a probability of 0.015. This shows that the organizational commitment variable is proven to have a significant positive effect on organizational performance.

6. Effect of Leadership on Organizational Performance through Organizational Commitment

Based on estimated parameters for testing the effect of leadership variables on organizational performance is 1.993. The influence of leadership on organizational commitment is 2,013 while the effect of organizational commitment on organizational performance is 3,435. The value is $2.013 \times 3.435 = 6.915$. Based on that, the indirect effect is greater than the direct effect, therefore the organizational commitment variable can be considered as an intervening variable.

7. Effect of Motivation on Organizational Performance through Organizational Commitment

Based on estimated parameters for testing motivational variables on organizational performance is 1,968. The value of the influence of motivation on organizational commitment is 1,991 while the effect of organizational commitment on organizational performance is 3,435. The value is $1,991 \times 3,435 = 6,839$. Based on this the direct effect is greater than the indirect effect, therefore the organizational commitment variable is not considered an intervening variable.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the estimated parameters for testing the effect of leadership on organizational performance shows a CR value of 1.993 with a probability of 0.05. Therefore the probability value <0.05 , it can be concluded that the leadership variable is proven to have a significant positive effect on organizational

performance. Based on the estimated parameters for testing the effect of motivation variables on organizational performance shows a CR value of 1.968 with a probability of 0.011 or smaller than 0.05. This shows that the leadership variable has a partial effect on organizational performance. Based on the estimated parameters for testing the influence of the leadership variable on organizational commitment is 2.013 with a probability of 0.044 or smaller than 0.05. This shows that the leadership variable is proven to have a significant positive effect on organizational commitment.

Based on the estimated parameters for testing the effect of motivational variables on organizational commitment is 1.991 with a probability of 0.017 or smaller than 0.05. This shows that the motivation variable has a significant positive effect on organizational commitment.

Based on the estimated parameters for testing the effect of organizational commitment variables on organizational performance is 3.435 with a probability of 0.015. This shows that the organizational commitment variable is proven to have a significant positive effect on organizational performance.

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Suggestion

Organizational performance needs to be improved by increasing the leadership applied to the organization. Activities that lead to the ability to inform members, the ability to give ideas, participate and the delegate must be done well.

Motivation also needs to be improved. Organizations need to pay attention to the need for achievement, physical needs, and the need for security and affiliation needs.

Organizational commitment also needs to be done by increasing one's affective commitment, continuance commitment, and normative commitment. This can be enhanced by understanding that the

organization is a good place to develop themselves.

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