



# The Impact of Motivation, Leadership Style, and Organizational Commitment on Performance of Employees in KP-SPAMS, Tulungagung Regency of Indonesia

Cahaya Martania Mustikaningrum<sup>1</sup>, Tanto Gatot Sumarsono<sup>2</sup>, and Mokh. Natsir<sup>3</sup>

<sup>1</sup> Postgraduate Student of Master Management Program,

<sup>2,3</sup> Lecturer of Master Management Program

University of Merdeka Malang, Indonesia

---

## ABSTRACT

*This study aims to analyze the effect of work motivation, leadership style, and organizational commitment on employee performance. This research is conclusive and classified in the type of causal research using a quantitative approach. Data were collected through an online census using a questionnaire instrument. Respondents involved were as many as 40 people. The respondents themselves are leaders or employees who are appointed as coordinators at KP-SPAMS, Tulungagung Regency, East Java Province. The data is processed using multiple linear regression equation approaches with the SPSS program as the processor. Data analysis showed some relatively strong evidence to support the overall research hypothesis.*

**Keywords:** KP-SPAMS, PAMSIMAS, Tulungagung Regency, Work Motivation, Leadership Style, Organizational Commitment, Employee Performance.

---

## 1. INTRODUCTION

The executive of the Republic of Indonesia is committed and consistent in meeting the target of 100% basic drinking water and sanitation facilities for its citizens. At the end of 2018, the realization was in the range of 88% of drinking water facility installations and around 75% of basic housing sanitation installations (BPS, 2018). In the 2020-2024 RPJMN Technocratic Draft, the government announced a program for the installation of drinking water facilities and housing sanitation installations, which is an absolute percentage of 100%. The government is also triggered and driven by the 2030 Sustainable Development Goals (SDGs) target, which is to guarantee the availability and management of clean water and basic sanitation installation facilities for sustainable housing that are equitably distributed to its citizens. The program for installing basic community-based housing drinking water and sanitation facilities (PAMSIMAS) is one of the national mainstays that was launched and then carried out jointly between central institutions and local governments. The aim is to make it easier for its citizens to feel the equal distribution of basic living facilities including drinking water installations and basic proper housing sanitation, of course, with an approach that involves the community. The most basic form of public facilities, supported by juridical aspects, namely Law no. 23 of 2014 concerning the obligation to provide and serve drinking water installations and basic housing sanitation, is an absolute thing that is included in the work agenda of each local government as a working partner of the central government. To support Minimum Service Standards (SPM), this sustainable program was initiated. The role of the Regional Government in this regard is the supply of support in the form of investment in the form of physical assets, as well as other forms in the form of managerial aspects, technical support, and the development of other resources.

The productivity of organizational members is related to their motivation for the work completed, it is directly proportional if the motivation of members to work increases, their productivity also increases, and vice versa (Suprihanto, 1987). The results of the research show that work motivation directly affects the performance of members, namely research by Mehta et al. (2003) and Sudarto (2004).

The success or failure experienced by the organization is determined by the qualities inherent in the personal qualities of an organizational leader (Siagian, 1995; Amar, 2004). Some research results show that leadership style has an impact on member performance, namely research made by Shea (1999); Bass et al. (2003); Sudarto (2004); and Vigoda (2007).

Allen and Meyer (1997) convey the results of their research that organizational commitment strengthens and boosts the performance of organizational members. Luthans (2002) describes that many studies have yielded a positive correlation between organizational commitment and high performance. Empirically, research conducted by Lyn and Martin (1989) concluded that organizational commitment has a significant positive impact on performance, meaning that the higher the organizational commitment, the more directly related to performance.

Based on the existing technical directives, the reference for capacity building steps at lower levels in the context of managing drinking water installations and installing community-based basic sanitation for sustainable housing as well as for the realization of targeted performance achievements, it is necessary to check what factors affect employee performance, especially regarding services at KP – SPAMS, Tulungagung Regency, East Java Province.

## **2. LITERATURE REVIEW**

### **2.1. Motivation**

Sutrisno (2012: 109), states "Motivation is something that can encourage other people to want to carry out activities, so motivation is often considered as something that can encourage the behaviour of others. Siagian (2002:255) also says that what other people want from their work is something that has a very important meaning for him and the institution/organization. Supardi (2004:47) states that motivation is a condition in a person's personality that can encourage the willingness of each individual to carry out certain activities to achieve goals.

### **2.2. Leadership**

Leadership is defined as the capability or act of leading or managing to persuade other parties in the form of individual or group treatment so that they are willing to obey their wishes directly or indirectly. Leadership appears simultaneously with its role as leader or coordinator. Its role is in coordinating organizational members to increase awareness, understanding, and willingness to follow their suggestions or directions (Anoraga, 1992; Hersey et al., 1993; As'ad, 1995; Robbins, 1998; Thoha, 2001).

The indicators for measuring the construct of leadership style were adapted from Fiedler's situational leadership style (Kreitner & Kinicki, 1989), including 1) Task Orientation, 2) Relationship Orientation, and 3) Position Power.

### **2.3. Organizational Commitment**

Greenberg & Baron (2003:160) states that organizational commitment is defined as a measure where members want to be actively involved in their organization and want to always be in it, where there is loyalty and willingness of members to work optimally for the organization where they work. According to Steers & Porter (1983:442), organizational commitment is the attitude of members in representing themselves towards the goals and expectations of the organization where they work, willing to maintain the positivity of membership norms in the organization to realize its goals. Mc. Shane & Von Glinov (2008:119), organizational commitment is the strongest magnet where members identify various desires and are motivated to fulfil them, even when the attraction is no longer there.

### **2.4. Performance**

According to Mangkunegara (2004:67), stated: "performance is job performance / actual performance or work performance that can be achieved by others". Malayu S.P Hasibuan (2001:94) characterizes the execution of work or execution as a job completed by members of the organization for the treatment of the mandate given to him depending on ability, experience and timeliness. Performance is a result of a series of activities that are indicated for a certain time according to binding policies (Edison 2016:190). Furthermore, performance based on the version of Robbins' opinion (2015:187) is interpreted as a function of the exchange between abilities and incentives. Rifai (2015:406) states: "performance means the execution of a job. In another opinion, Rivai and Basri (2005:15), performance is the overall achievement and level of achievement of others in an uncertain period in completing obligations compared to results that may be different, for example, work principles, and targets or actions that have just been completed.

Research conducted by Gomes (2000) concluded that there are types of performance appraisal based on behaviour, including 1) work quantity, 2) work quality, and 3) attendance/presence.

### 3. METHODOLOGY

#### 3.1. Respondent Population and Sampling Techniques

The population of respondents in this ongoing research are all leaders or employees appointed as coordinators at KP-SPAMS, Tulungagung Regency, East Java Province. A total of 40 respondents. By considering the relatively small number of population members, all members of the population become the object of research. The method used is a census of all respondents.

#### 3.2. Data analysis technique

The data analysis test in the ongoing research this time used the following techniques:

1) Descriptive Analysis of Research Variables

In this study, the frequency distribution was used to describe each indicator item and variable. This analysis leads to describing the variables as a whole.

2) Multiple Linear Regression Analysis

Multiple Linear Regression Analysis was used to observe the impact of Work Motivation, Leadership Style, and Organizational Commitment on its correlation with Employee Performance. Regression analysis was processed using the SPSS program with the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

**Abbreviations:**

Y = Employee Performance

$\alpha$  = Constant

$\beta_1 \dots \beta_3$  = Regression Coefficient

$X_1$  = Motivation

$X_2$  = Leadership Style

$X_3$  = Organizational Commitment

$\epsilon$  = Error

### 4. RESEARCH RESULTS AND DISCUSSION

#### Multiple Linear Regression

The results of primary data processing using the SPSS 26 program are presented below:

**Table 1. Recapitulation of Multiple Linear Regression Analysis Results**

Variable	Regression Coefficient	t Statistical	Significance	Results
Motivation	0,6152	3,4262	0,0015	Significant
Leadership Style	0,6151	2,8419	0,0073	Significant
Organizational Commitment	0,5877	2,5255	0,0161	Significant
Constant	0,4754	0,1095	0,9134	
R	0,8630			
R Square	0,7444			
Adjusted R Square	0,7231			
F Statistik	34,9467			
Sig.	0,0000			
Dependent Variable	Employee Performance			
F Table	2,8700			
t Table	2,0281			

Based on these provisions, the equations of the multiple linear regression model in this research are:

$$Y = 0,4754 + 0,6152X_1 + 0,6151X_2 + 0,5877X_3 + \epsilon$$

The value of the regression coefficient of the motivation construct is 0.6152 and shows a positive relationship. That means the increasing motivation will have an impact on the higher performance. The results of the individual test treatments for the impact of the X1 construct with the Y construct resulted in a sig value.  $0.0015 < 0.05$ . This shows that the motivation construct has a significant impact on the performance construct. This is in line with the research conducted by Mehta et al. (2003), and Sudarto (2004) which states that the motivational construct has a direct impact on the performance construct.

The leadership construct regression coefficient value is 0.6151 and shows a positive relationship. That means the increasing leadership will have an impact on the higher performance. The results of the individual test treatments for the impact of the X2 construct with the Y construct resulted in a sig value.  $0.0073 < 0.05$ . This shows that the Leadership construct has a significant impact on the Performance construct. This is in line with research conducted by Shea (1999); Bass et al. (2003); Sudarto (2004); and Vigoda (2007) stated that the role of a leader and coordinator directly impacts performance.

The value of the regression coefficient for the commitment construct is 0.5877 and shows a positive relationship. That means the increasing organizational commitment will have an impact on the higher performance. The results of the individual test treatments for the impact of the X3 construct with the Y construct resulted in a sig value.  $0.0161 < 0.05$ . This shows that the Organizational Commitment construct has a significant impact on the Performance construct. This is in line with research conducted by Allen and Meyer (1997) which states that the greater a person's commitment to his organization, the stronger his performance will be. Luthans (2002) also mentions that there has been a lot of research that supports a positive relationship between the organizational commitment construct and the high-performance construct. The empirical test which is the research output of Lyn and Martin (1989) also states that the organizational commitment construct has a significant positive impact on the performance construct.

The results of the individual test treatments for the impact of the free constructs X1, X2, X3 with the bound construct Y, were also used to find dominance between the existing free constructs and the bound constructs. The results are shown by the variable X1 Motivation to be the most dominant having an impact on performance. This is shown in the Standardized coefficients column which shows a value of 0.4585 or a percentage of 45.85%.

The results of the determination coefficient test treatment showed that the R-value in the regression model was 0.8630 indicating a very strong level of the close relationship between the constructs of Motivation, Leadership, Organizational Commitment and Performance.

The results of the treatment of the same coefficient of determination also show that the R2 value in the regression model is 0.7444, which means that the constructs of Motivation, Leadership, and Organizational Commitment provide a percentage contribution of 74.44% of the relationship with performance. While the remaining 25.56% of the impact was contributed by other constructs outside the research model.

The results of the treatment of hypothesis testing together for the impact of the independent constructs X1, X2, and X3 with the Y bound construct resulted in sig.  $0.0000 < 0.05$ . These conditions show that the construct of Motivation, the construct of Leadership Style, construct of Organizational Commitment together has a positive and significant impact on the construct of Performance.

## **5. CONCLUSION AND SUGGESTION**

### **5.1. Conclusion**

The X1 construct of motivation has a positive and significant impact on performance. This indicates that performance optimization, achievement of work targets, work effectiveness and efficiency can be realized by making material and non-material supporting factors the basis for triggering it.

The X2 Leadership Construct has a positive and significant impact on Performance. This indicates that the optimization of performance, achievement of work targets, effectiveness and efficiency of employee work can be realized by making a leader figure the centre of governance in the organization so that organizational goals are achieved.

The X3 construct of organizational commitment has a positive and significant impact on performance. This indicates that the optimization of performance, achievement of work targets, effectiveness and efficiency of employee work can be realized by continuing to grow the stability of the intention to remain firmly in an organization, the willingness to put more effort in its interests, and always believe in its values and goals.

The X1 construct of motivation has a significant impact on performance or it can be said to be the most dominant among other independent constructs.

Constructs of Motivation, constructs of Leadership, and constructs of Organizational Commitment together have a positive and significant impact on the construct of Performance. This indicates that optimizing performance, achieving work targets, work effectiveness and efficiency can be realized by combining all of them, maintaining motivation, good leadership, and strong commitment, which can open up opportunities for success and the achievement of organizational goals which also triggers a mutual effect between members and institutions.

## **5.2. Suggestion**

The motivation variable should be maintained periodically as an appreciation for the performance of the organization's members, both material and non-material. The leadership variable still needs to be maintained and improved for the sake of creating a conducive working atmosphere, achieving targets, effective, efficient and optimal performance, all for the sake of organizational goals. The organizational commitment variable still needs to be maintained and improved for the sake of improving the internal quality of members and the work environment.

Subsequent research needs to develop constructs that have conformity in boosting the quality of performance by not eliminating the possibility of multiplying and detailing the indicators used so that each variable becomes clearer in terms of roles and relationships. Subsequent research is necessary by multiplying other independent constructs that have a significant impact on employee performance, both separately and together. Subsequent research is carried out externally by involving the community served by the organization. It is also a measure of organizational performance.

## **REFERENCES**

- Allen, N.J. & Meyer, J.P. 1993. The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization. *Journal of Occupational Psychology*. Vol.63. 1-18
- Amirullah and Hanafi, Rindyah. 2002. *Introduction to Management First Edition*. Yogyakarta: Graha Ilmu
- Arikunto, Prof. Dr. Suharsimi. 2006. *Research Procedure*. Jakarta: Rineka Cipta
- As'ad, Mohamad. 1991. *Human Resources Science Series: Industrial Psychology Fourth Edition*. Yogyakarta: Liberty
- Danim, Sudirman. 2004. *Leadership Motivation and Group Effectiveness*. Jakarta: Rhineka Cipta
- Ghozali, Imam. 2006. *SPSS Multivariate Analysis*. Semarang: Diponegoro University Publishing Agency
- Gibson. 2005. *Organizational Behavior, Structure, USA: Process*
- Gomes, F Cardoso. 2005. *Human Resource Management*. Yogyakarta: Andi
- Handoko, T. Hani. 2003. *Personnel Management and Human Resources*. Yogyakarta: BPFE
- Hasibuan, S.P. 2002. *Human Resource Management Revised Edition*. Jakarta: Earth Literacy
- Ivankevich, John M., Robert Konopaske and Michael T. Matteson. 2007. *Organizational Behavior and Management Volume 2*. Jakarta: Erlangga
- Kartono, Kartini. 2003. *Leaders and Leadership The Eleventh Mold*. Jakarta: King of Grafindo
- Luthans, F. 1998. *Organizational Behavior*. Seventh Edt, Mc. Graw-Hill
- Mangkunegara, Anwar, P. 2009. *Evaluation of HR Performance*. Bandung: Refika Aditama
- Malthist, Robert. L. 2002. *Human Resource Management Volume 2*. Jakarta: Salemba Empat
- Malthist, Robert. L, John H. Jackson. 2006. *Human Resource Management*. Jakarta: Four Salemba
- Mas'ud, Fuad. 2004. *Organizational Diagnostic Survey, Concepts and Applications*. Semarang: Diponegoro University Publishing Agency
- Nitisemito, Alex. 1982. *Personnel Management (Human Resource Management)*. Jakarta : Ghalia
- Prawirosentono, S. 1999. *Human Resource Management Employee Performance Policy*. Yogyakarta: BPFE
- Rivai, Veitzal. 2008. *Human Resource Management for Companies: From Theory to Practice*. Jakarta: PT. Grafindo Persada
- Robbin, Stephen P. 2006. *Organizational Behavior*. Jakarta: Prenhallindo

- Sedarmayanti, 2007. Human Resource Management, Biocratic Reform and Civil Service Management. Bandung: Refika Aditama
- Setiadi, N. H. 2005. Theoretical and Practical Approaches to Organizational Commitment: How Employee Commitment is Realized in Organizations. Journal
- Siagian, Sondang P. 2003. Human Resource Management. Jakarta: Earth Literacy
- Sopiah. 2008. Organizational Behavior. Yogyakarta: Andi
- Sugiyono. 2005. Business Research Methods. Bandung: Alfabeta
- Sule, Erni Trisnawati and Kurniawan Saefullah. 2006. Introduction to Management. Jakarta : Kencana
- Omar, Hussein. 2003. Organizational Behavior Research Methods. Jakarta: Gramedia
- Vivid and Rorlen. 2007. Effect of Organizational Climate and Maturity on Employee Performance at PT. Graha Tungki Architects Jakarta. Vol.3, No. 1:51-59.