

# EFFECT OF ORGANIZATIONAL COMMITMENT, WORK MOTIVATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE OF PT. ACEH DISTRIBUS INDO RAYA

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## ABSTRACT

*This study aims to determine the Effect of Organizational Commitment, Work Motivation and Leadership Style on employee performance of PT. Aceh Distribution Indo Raya. The study samples are 54 employees of PT. Aceh Distribution Indo Raya. The sampling technique used is a probability sampling technique. The data are obtained from the distribution of questionnaires to 54 respondents and processed with the help of the SPSS program. The method of data analysis used a qualitative analysis method that is quantified. The model used in this study is a multiple linear regression. The results of the study show that simultaneously (f-test) Organizational Commitment, Work Motivation and Leadership Style influence the Employee Performance of PT. Aceh Distribution Indo Raya. Based on the results partially (t-test) shows that Organizational Commitment has a significant effect on Employee Performance of PT. Aceh Distribus Indo Raya, Work Motivation has a significant effect on Employee Performance at PT. Aceh Distribus Indo Raya and Leadership Style has a significant effect on the Employee Performance of PT. Aceh Distribution Indo Raya.*

**Keywords: Organizational Commitment, Work Motivation, Leadership Style, Employee Performance.**

## 1. INTRODUCTION

In the current era of globalization, the level of competition between business actors is getting higher and more complex, so that every company is required to improve things that become obstacles in and be more responsive to the times, responsive to technology, and continue to innovate so that companies can survive and thrive. develop as aspired together.

A company, both for-profit and non-profit companies, has a goal to make a profit and maintain the survival of the company. These companies compete by competing in providing the best service for the community and trying to gain public trust, in order to survive in the global business world competition, the company is required to have certain advantages that are not owned by other companies.

According to Nawawi (2006), performance is a function of the ability of workers to accept work goals. The level of goal attainment and the interaction between goals and worker abilities. One of the ways to improve employee performance is by paying attention to organizational commitment. Organizational commitment shows a person's power in identifying his involvement in a part of the organization. Organizational commitment is built on the basis of workers' trust in the values of the organization, the willingness of workers to help realize organizational goals and loyalty to remain members of the organization. Organizational commitment as a relative nature of the individual in identifying his order into the organization. Commitment is important for an organization in creating the survival of an organization (Mathis, 2006).

In addition to organizational commitment, to achieve organizational goals in a better direction, motivation is needed both internally and externally. Internal motivation is motivation that arises from within the mind, heart and desires of the self. External motivation is motivation that arises because of encouragement from outside the person, for example from other people and the organization where he works. According to Armstrong (Badjuri, 2009) motivation is something or a force that encourages someone to take certain actions or behaviors in certain ways.

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Efforts to improve employee performance in addition to internal control, leadership style also needs to be considered. An ideal leader must have a good leadership style so that it can improve employee performance. A leader really needs to pay attention to the leadership style in the process of influencing, directing the activities of his group members and coordinating the goals of members and organizational goals so that both can be achieved. A good leadership style is a leadership style that can provide work motivation for subordinates. Widyatmini and Hakim (2008) said that a leader must carry out various skills, experiences, personalities and motivations for each individual he leads.

PT. Aceh Distribution Indo Raya is a company under PT. Sayap Mas Utama which is located in Lhokseumawe City, Aceh Province. PT. Aceh Distribus Indo Raya is engaged in the distribution of Wings products, in the form of food, detergents, and others. PT. Aceh Distribus Indo Raya is here to expedite and facilitate the delivery of goods from producers to consumers, so that they are used as needed (type, quantity, price, place, and when needed). The PT. Aceh Distribus Indo Raya office has employees who work to increase sales for that the company always strives to improve the performance of its employees in various ways, however, there are still some employees who show that their level of performance is not optimal. This is indicated in terms of the quality of their work in serving the community. They have not been able to provide maximum contribution to activities that can support sales to the company. Phenomenon at the PT. Aceh Distribution Indo Raya is the employee's performance is a benchmark for the continuity of the productivity of the business so that it can become a big business as it is now. This is the responsibility of the employee, because the employee's performance is very influential on the survival of the company and that is what is applied, so that employees have the responsibility to provide maximum performance. Aceh Distribution Indo Raya is the employee's performance is a benchmark for the continuity of the productivity of the business so that it can become a big business as it is now. This is the responsibility of the employee, because the employee's performance is very influential on the survival of the company and that is what is applied, so that employees have the responsibility to provide maximum performance. Aceh Distribution Indo Raya is the employee's performance is a benchmark for the continuity of the productivity of the business so that it can become a big business as it is now. This is the responsibility of the employee, because the employee's performance is very influential on the survival of the company and that is what is applied, so that employees have the responsibility to provide maximum performance.

At the office of PT. Aceh Distribution Indo Raya every employee is required to give the best to the company, but there are also employees who lack enthusiasm for work due to the lack of motivation given by the leader to his subordinates, resulting in these employees working not on target or not having any encouragement at all. Leadership style is also a factor that hinders company profits or revenues. Leadership style in the office of PT. Aceh Distribution Indo Raya does not provide morale to employees which must be raised by the leadership in the form of providing support, usually done through words, either directly or indirectly, in sentences that can inspire enthusiasm. If the employee is satisfied and happy then he will do his job in an impressive manner, and then the results will be good. However, due to the nature of this leader who does not provide support or motivation, it can make employees not feel at home working in the long term.

## **2. PREVIOUS RESEARCH**

### **a. Dionysius Dendi Wibowo Jati (2014)**

The influence of leadership style and job training on employee performance case study at PT. Sarihusada Mahardhika Generation Yogyakarta. The results of the research on leadership style and job training partially have a positive and significant effect on employee performance. Leadership style and job training simultaneously have a positive and significant effect on employee performance at PT. Sarihusada Mahardhika Generation Yogyakarta.

### **b. Dewandaru Indrawan (2015)**

the influence of leadership style and organizational commitment on employee performance achievement (a case study on employees of Matahari Department Store Malioboro Mall

Yogyakarta. The results based on t test analysis leadership style partially affect employee performance and leadership style factors and organizational communication have a positive and significant influence on employee performance of Matahari Department Store Malioboro Mall Yogyakarta.

- c. Farantoro (2013)  
the effect of work motivation, organizational commitment and work environment on employee performance (study at the building and construction testing center for the Bengkulu province PU office). The results showed that work motivation had a positive and significant effect on improving employee performance, while organizational commitment and work environment did not have a positive effect on employee performance.
- d. Sarah Apriliana (2013)  
the effect of motivation and organizational commitment on the performance of employees of PT. Bentara Sinergies Multifinance (PT. BESS Finance), Sukun Malang. The results showed that the motivation variable and organizational commitment variable had a significant influence on the employee performance variable in this study.
- e. Novita (2016)  
the effect of job satisfaction and organizational commitment on employee performance (Studi at PT. Telekomunikasi Indonesia. Tbk Witel South Java, Malang). The results showed that based on the results of the simultaneous test, job satisfaction and organizational commitment variables had a significant effect on employee performance variables.

### 3. IMPLEMENTATION METHOD

This research is an exploratory research, namely research conducted to explore data and information on a new topic or problem with the aim of deepening or further research. The purpose of this research is to formulate more accurate questions that will be answered in further research or further research. Researchers usually use exploratory research to gain sufficient knowledge in designing and conducting more systematic follow-up studies. Exploratory research is generally carried out to answer the question "What (what)" (What exactly is this phenomenon?).

The research model used by Yang et al. (2017) and Pickering & Byrne (2013) who used a systematic review to examine the unpreparedness of human resources (HR) for technology acceleration, and errors in the use of information technology, while Pickering discussed the benefits of a systematic review of a study, especially for those who are completing doctoral program. The research begins by setting search keywords, then searching for data through a predetermined search engine application. Based on a brief review (title, abstract and conclusion) of each article taken.

### 4. RESULTS AND DISCUSSION

#### 4.1 The Effect of Organizational Commitment on Employee Performance

The results of testing the Organizational Commitment variable (X1) on Employee Performance (Y) obtained the tcount value with a value of 2,266 > 2,008, which is greater than the ttable value at the 95% confidence level ( $\alpha=5\%$ ) which is significant 0.000<0.05 with df= nk = 54 - 4 = 50, the ttable value is 2.008. Then the variable Organizational Commitment has a positive and significant effect on Employee Performance PT.Aceh Distribus Indo Raya. Thus hypothesis 1 is accepted. This indicates that the higher the commitment of employees, the employees will show their best performance. The results of the same study were also carried out by (Dionysius, 2014 and Novita, 2016) where the results of the study stated that organizational commitment had an effect on employee performance.

#### 4.2 The Effect of Work Motivation on Employee Performance

The results of testing the work motivation variable (X2) on employee performance (Y) obtained a tcount value with a value of 2.096 > 2.008 which is greater than the ttable value at the 95% confidence level ( $\alpha=5\%$ ) of 0.000 significant <0.05 with df= nk = 54 - 4 = 50, the ttable value is 2.008. Then the variable of work motivation has a positive and significant effect on employee performance at PT. Aceh Distribus Indo Raya. Thus hypothesis 2 is accepted. This indicates that

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employees have potential energy that can be released and used, depending on the strength of the leader's motivational drive. The higher the motivation given, the better the employee's performance. The results of the same study were also carried out by (Farantoro, 2013 and Sarah Apliniana, 2013) where the results of his research stated that motivation had an effect on performance.

#### **4.3 The Influence of Leadership Style on Employee Performance**

The results of testing the Leadership Style variable (X3) on Employee Performance (Y) obtained the tcount value with a value of 6,214 > 2,008, which is greater than the ttable value at the 95% confidence level ( $\alpha=5\%$ ) of significant  $0.000 < 0.05$  with  $df = nk = 54 - 4 = 50$ , the ttable value is 2.008. Then the leadership style variable has a positive and significant effect on employee performance at PT. Aceh Distribus Indo Raya. Thus, hypothesis 4 is accepted. This indicates that in an organization, regardless of the leadership style in the organization, if employees have a great responsibility for the work assigned to them and carry high loyalty to their leaders, the resulting performance will be good. The results of the same study were also carried out by (Dionysius, 2014 and Dewandaru,

#### **4.4 Effect of Organizational Commitment, Work Motivation and Leadership Style on Employee Performance**

The results of the test on the effect of the independent variables together (simultaneously) on the dependent variable. The test was carried out using the -F test or ANOVA test at a 95% confidence level and an analytical error rate of 5% (Dewi, 2009). With the following hypothesis testing criteria:

1. The level of confidence used is 95% or significant level ( $\alpha = 5\%$ )
2. Criteria for acceptance or rejection of the hypothesis are based on the significance of the p-value where:
  - a. If the p-value > 0.05, it means that statistically it can be proven that the independent variable has no effect on the dependent variable.
  - b. If the p-value < 0.05, it means that it can simultaneously be proven that all independent variables have an effect on the dependent variable.

Based on the results of the regression, it can be seen that the Fcount value is 54.255 with a significance level of 0.000. While the Ftable value with a significant level of 5% and  $df_2 = nk (54-4 = 50)$  and  $df_1 = k-1 (4-1 = 3)$  obtained the Ftable value of 2.79. The F-test results show that Fcount Ftable (54.255 > 2.79). Simultaneous test results show that the variables of Organizational Commitment, Work Motivation and Leadership Style have an effect on Employee Performance at PT. Aceh Distribus Indo Raya. Thus, hypothesis 4 is accepted. This indicates that good leadership will make employees loyal to their leaders and high commitment to the organization and high motivation will improve employee performance. The results of the same research were also carried out (Yunia, 2011 and Yulius, 2016) where the results of leadership research,

### **5. CONCLUSION**

Based on the results of research conducted by the author through a questionnaire, a conclusion can be drawn as follows:

1. Organizational Commitment has a positive and significant effect on employee performance at PT. Aceh Distribus Indo Raya with the value of tcount being 2,266 > 2,008 ttable with a significant value of  $0.000 < 0.05$ .
2. Work motivation has a positive and significant effect on employee performance at PT. Aceh Distribus Indo Raya with the value of tcount being 2.096 > 2.008 ttable with a significant value of  $0.000 < 0.05$ .
3. Leadership style has a positive and significant effect on employee performance at PT. Aceh Distribus Indo Raya with a tcount of 6.214 > 2.008 ttable with a significant value of  $0.000 < 0.05$ .

4. Organizational Commitment, Work Motivation and Leadership Style have a positive and significant impact on employee performance at PT. Aceh Distribus Indo Raya with the value of  $F_{count} 54.255 > 2.79 F_{table}$  with a significant value of  $0.000 < 0.05$ .

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