

THE INFLUENCE OF LEADERSHIP, COMMUNICATION AND WORK ATTITUDES WITH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLES ON THE PERFORMANCE OF REGIONAL SECRETARIAT EMPLOYEES OF TANJUNGPINANG CITY

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Abstract

This study aims to determine the effect of leadership, communication and work attitude with organizational commitment as a mediating variable on the performance of Tanjungpinang City Regional Secretariat employees. The hypothesis put forward Leadership affects Performance, Communication Affects Performance, Work Attitude affects Performance, Organizational Commitment affects Performance, Leadership influences Organizational Commitment, Communication Affects Organizational Commitment, Work Attitude influences Organizational Commitment, Leadership influences Performance through Organizational Commitment, Communication influences Performance through Organizational Commitment, Work Attitudes Affect Performance through Organizational Commitment. The sample in this study were all employees at the Tanjungpinang City Regional Secretariat Office with a total of 116 respondents. The data obtained were analyzed using data analysis techniques with the help of PLS software. The results showed that leadership had no significant positive effect on performance. Communication has no significant positive effect on performance. Work attitude has a significant positive effect on performance. Organizational Commitment influences Performance significant positive. Leadership Affects Significantly Positive Organizational Commitment. Communication influence Organizational Commitment significantly positive. Work attitude has a significant positive effect on Organizational Commitment. Leadership Influence on Performance is mediated by Significant Positive Organizational Commitment, Communication Influence on Performance is mediated by Significantly Positive Organizational Commitment. Work Attitudes influence Performance mediated by Organizational Commitment significantly positive.

Keywords: *Leadership, Communication, Work Attitude, Performance, Organizational Commitment, , PLS*

1. INTRODUCTION

1.1. Background of the Problem

Human resources in the company need to be managed professionally in order to achieve a balance between the needs of employees with the demands and capabilities of the company's organization. This balance is the main key for the company to develop productively and naturally. Good performance can only be created from reliable human resources. And every company definitely wants all of its employees to be skilled, competent, disciplined, and responsible for their work. Basically, employee performance does not always increase but can also decrease.

The Tanjungpinang City Regional Secretariat as a work unit that carries out the main tasks, functions, authorities and coordination responsibilities in the tasks of administering government, development and society in the fields of administration, organization and management as well as providing administrative services to all regional apparatuses to support the success of regional development. The Regional Secretariat of Tanjungpinang City has the duties and obligations of assisting the Regent in formulating policies and coordinating the Regional Offices and Regional Technical Institutions and the implementation of other tasks assigned by the Regent in accordance with their duties and functions. With such an important job description, reliable secretarial services are needed, supported by adequate quality and quantity of personnel to support the achievement of the Vision,

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The results of observations made by the author at the regional secretariat of Tanjungpinang City found several phenomena in employee responses to leadership including the insensitivity of a leader to situations that will give birth to indifference to his subordinates, being sensitive to situations is the right leadership style in running the bureaucracy, the second phenomenon can be seen in leading the Employees so far have not been good, especially in unclear communication patterns that make employees under their direction misinterpret what they are ordered. So that the impact arising from these problems results in many gaps between leaders and employees which can reduce employee performance.

Therefore, based on the description of the background that has been put forward, the writer is interested in conducting research on "The Influence of Leadership, Communication and Work Attitude with Organizational Commitment as Intervening Variables on the Performance of Tanjungpinang City Regional Secretariat Employees.

2. FOUNDATION OF THEORY

2.1. Performance

An organization, whether government or private, is always driven by a group of people who play an active role in achieving the goals to be achieved by the organization. Organizational goals certainly will not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2010: 67) performance is the result of work in quality and quantity achieved by someone in carrying out their functions in accordance with the responsibilities given to them. According to Robbins (2009:11), performance is a result achieved by workers in their work according to certain criteria that apply to a job. According to Rich, Gregory (2008: 117) said performance is considered more than just productivity because performance involves the natural behavior of a person to be free to act as he wishes. This free behavior of action cannot be separated from the formal requirements for the role of an employee to improve the effective functioning of an organization. According to Gomes (2009: 56), states performance is a record of the production results of a particular work or activity in a certain period of time.

From the various opinions above, it can be concluded that employee performance is an assessment of the work results of someone in an organization in accordance with their duties and responsibilities in order to achieve organizational goals.

2.2. Leadership

According to Harbani (2009: 20 - 21) The task of a leader in a bureaucracy is very urgent in order to achieve the goals that have been previously set as mandated by the administration. Meanwhile, according to Terry George R, translated by Kartini Kartono (2011: 57), leadership is the activity of influencing people so that they like trying to achieve group goals. According to Tead (in Sutarno, 2009) Leadership is an activity that has a significant effect on people, so they want to work together to achieve some of the goals they want. Meanwhile, according to Harbani (2008: 3) a leader is a person who has the ability to have a significant effect between other people in order to achieve certain goals. While the "Leader" is a person who occupies a position in an organization or bureaucracy. According to Sanusi (2009:101), leaders have power, significant effect between and the ability to move society. The most effective and sustainable leader is one who follows decisions and is one who follows the decisions and desires of society as a whole, taking on a role of enabling and facilitating, the leader must have expertise, will, honesty, struggle and some charisma.

2.3. Communication

According to Bernard Berelson and Gary A. Steiner (Mulyana, 2013: 68), "Communication: transmission of information, ideas, emotions, skills, and so on by using symbols,

words, pictures, figures, graphs, and so on. The act or process of transmission is what is commonly called communication. Gerald R. Miller (Mulyana, 2013: 68) Communication occurs when a source conveys a message to the recipient with a conscious intention to influence the recipient's behavior. According to Joseph A. DeVito (2011: 24) in his book states that Communication refers to actions, by one or more people, who send and receive messages that are distorted by noise, occur in a certain context, have a certain effect, and there is opportunity to provide feedback. According to Effendy (2009):

2.4. Work attitude

Work attitude is any action that shows the behavior brought by an employee from his home environment and is applied to other employees and to his environment. Khaerul Umam (2014: 41) attitude is defined as an attitude or action as well as everything that is done by humans, for example the activities carried out by humans in their daily lives, whether working actively or with other people, exchanging opinions, either accepting opinions or rejecting them. Robbins' definition of work attitude (2015: 35) is how people in the work environment can actualize themselves through attitudes at work. Where this opinion emphasizes the attitude taken by workers to determine what people with this type will do in the workplace environment

2.5. Organizational Commitment

Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. According to Kaswan (2017) organizational commitment is a measure of an employee's willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to put in the effort to get the job done and a desire to continue working there. Kreitner and Kinicki (in Kaswan 2017) state that organizational commitment reflects how individuals identify themselves with the organization and are bound by their goals.

3. RESEARCH METHOD

3.1. Type of Research

This research is research comparative causation that is research that states a causal relationship. So, in this study describe the facts that occur clearly and see the effect of each causal variable (X) on the effect variable (Y) through an intermediary or intervening (Z)

3.2. Time and Location of Research

The research time that the author conducted was May 2022 to October 2022. at the Tanjungpinang City Regional Secretariat Office

3.3. Population

The population is a generalization of all subjects and objects from existing research. The authors determined that the population in this study were employees with ASN status at the Regional Secretariat Office of Tanjungpinang Daud City with a total of 116 employees.

3.4. Sample

Withdrawal of sample members by sampling technique, the results are expected to represent the characteristics of the study population members (representative). Researchers used processed data using SEM with PLS software, which stated that optimal data collection was to use a sample of 100-200 samples and in this study the researcher used the census method, so that there were 116 respondents, respondents had to fill out the questionnaires that had been distributed.

3.5. Data Collection Techniques

For the purposes of analysis of the problems under study, data collection is carried out using the following techniques:

1. Interviews are questions and answers directly to related parties to obtain the desired data and information.
2. The distribution of the questionnaire contains questions from each research variable, where the number of questions from each of these variables is 5 questions. Furthermore, these questions are weighted based on a Likert scale with a weighting value of 1 to 5.
3. Document Study, namely studying and observing data or reports contained in the Riau Archipelago Provincial Health Office.

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3.6. Research Variables

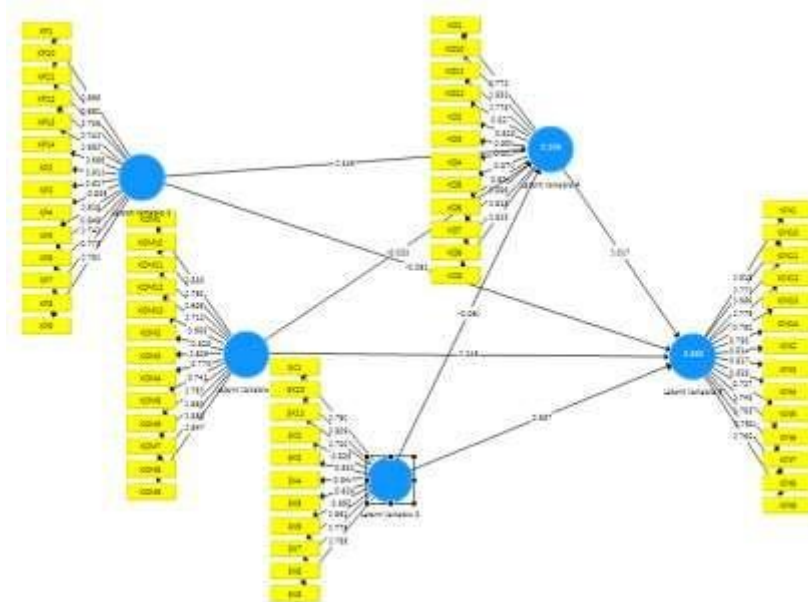
In this study the variables were divided into independent variables, namely the influencing variables, consisting of (X1) Leadership, (X2) Communication, (X3) Work Attitude. The other variable is the dependent variable, which is the variable that is affected or is the result of the independent variable. In this study there are two dependent variables, namely the Intervening Variable (Y) Increasing Organizational Commitment, and the dependent variable (Z) Performance.

4. RESULTS AND DISCUSSION

4.1. Research Results

This research was conducted with the aim of testing, analyzing and knowing the Influence of Leadership, Communication and Work Attitude with Organizational Commitment as Mediator Variables on the Performance of Regional Secretariat Employees of Tanjungpinang City. This research consists of five latent variables where three are in independent form, one dependent variable and one intervening variable. This research was conducted by distributing questionnaires to 116 civil servants at the Regional Secretariat of Tanjungpinang City.

SEM TEST RESULTS PLS



The Direct Effect Hypothesis

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Performance	-0.340	-0.319	0.235	1,446	0.149

Communication -> Performance	0.221	0.236	0.528	0.418	0.676
work attitude -> Performance	0.118	0.120	0.061	1,942	0.003
Organizational commitment -> Performance	0.944	0.905	0.593	1,591	0.012
Leadership -> Organizational commitment	0.226	0.227	0.061	3,705	0.000
Communication -> Organizational commitment	0.767	0.769	0.061	12,604	0.000
work attitude -> Organizational commitment	0.026	0.020	0.018	1,439	0.001

Source: Data Processing (2022)

Table 4.6
Indirect Effect Hypothesis

Variable	Original Sample	Sample Average	Standard Deviation	T Statistics	P Values
X1 -> Z -> Y ₁	0.213	0.191	0.127	1,685	0.008
X2 -> Z -> Y ₂	0.724	0.711	0.489	1,481	0.023
X3 -> Z -> Y ₃	0.024	0.018	0.023	1,044	0.297

Source: Data Processing (2022)

4.2. Discussion

Based on the results of data analysis, the following discussion can be carried out:

1) Direct Effect of Leadership on Organizational Commitment

The results of the analysis show that the hypothesis is accepted. Where the results of the study state that leadership has a positive and very significant effect on organizational commitment. The results of this analysis provide information that leadership has a positive and very significant direct effect on organizational commitment. In other words, the better the employee's leadership attitude is shown, it directly increases organizational commitment.

2) Direct Effect of Communication on Organizational Commitment

The results of the analysis show that the hypothesis is accepted. Where the results of the study state that Communication has a positive and very significant effect on Organizational Commitment. The results of this analysis provide information that communication has a positive and very significant direct effect on organizational commitment. In other words, the better the employee's communication attitude is shown, it directly increases organizational commitment.

3) According to Effendy (2009:13) giving the meaning of communication is the process of conveying thoughts or feelings by one person to another by using symbols that are meaningful to both parties, in certain situations communication uses certain media to change the attitude or behavior of a person or a number of people so that a certain effect is expected. communication will be empty if without humans there can be stress on employees with inconsistent behavior. Communication is not possible to run properly without interaction between humans both individually and in groups. Direct Influence of Work Attitudes on Organizational Commitment

The results of the analysis show that the hypothesis is accepted. Where the results of the study state that work attitude has a positive and very significant effect on organizational commitment. The results of this analysis provide information that work attitude has a positive and very significant direct effect on organizational commitment. In other words, the better the attitude of the employee's work attitude that is shown, it directly increases organizational commitment.

4) Direct Effect of Leadership on Performance

The results of the analysis show that the hypothesis is rejected. Where the results of the study state that leadership has a positive but not significant effect on employee performance.

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The results of this analysis provide information that leadership has a positive but not significant direct effect on employee performance. In other words, the more leadership attitudes shown do not directly increase the performance of employees.

The results of this study are in accordance with the theory put forward by Busro (2018) Leadership Style is a way how a leader is able to influence followers so that they voluntarily want to take various joint actions ordered by the leadership without feeling that they are being pressured in order to achieve organizational goals. This shows that the Leadership Style shown by the leaders in the Regional Secretariat of Tanjungpinang City has not been fully able to improve the performance of employees. This is because there are still leaders who have not been able to set a good example and role model for staff or employees in making a decision.

5) The Direct Effect of Communication on Employee Performance

The results of the analysis show that the hypothesis is rejected. Where the results of the study state that communication has a positive but not significant effect on employee performance. The results of this analysis provide information that communication has a positive but not significant direct effect on employee performance. In other words, the more communication that is shown does not directly increase the performance of employees.

The results of this study are in accordance with the communication theory according to Gerald R. Miller (2002) which states that communication occurs when a source conveys a message to a recipient with a conscious intention to influence the recipient's behavior. The communication that exists between the employees of the regional secretariat of Tanjungpinang City does not look very good.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

The results of the findings of data analysis in the discussion and testing of hypotheses, it can be concluded as follows:

- 1) The direct effect of variable X1 on variable Y has a path coefficient of 1.446 (positive), so an increase in the value of variable X1 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values of $0.149 > 0.05$, so it can be stated that the effect between X1 to Y is not significant.
- 2) The direct effect of variable X2 on variable Y has a path coefficient of 0.418 (positive), so an increase in the value of variable X2 will be followed by an increase in variable Y. The effect of variable X2 on Y has a P-Values of $0.676 > 0.05$, so it can be stated that the effect between X2 to Y is not significant.
- 3) The direct effect of variable X3 on variable Y has a path coefficient of 1.942 (positive), so an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values of $0.003 < 0.05$, so it can be stated that the effect between X3 to Y is significant.
- 4) The direct effect of variable Z on variable Y has a path coefficient of 1.591 (positive), so an increase in the value of variable Z will be followed by an increase in variable Y. The effect of variable Z on Y has a P-Values of $0.012 < 0.05$, so it can be stated that the influence of Z on Y is significant.
- 5) The direct effect of variable X1 on variable Z has a path coefficient of 3.705 (positive), so an increase in the value of variable X1 will be followed by an increase in variable Z. The effect of variable X1 on Z has a P-Values of $0.000 < 0.05$, so it can be stated that the effect of X1 on Z is significant.

5.2. SUGGESTIONS

Based on the conclusions from the results of the research above, in accordance with the objectives of this study, it can be suggested to the Regional Secretariat of the Tanjungpinag City government and for scientific advancement of management economics, it is suggested as follows:

- 1) To improve Leadership in the Regional Secretariat of the Tanjungpinag City government it is deemed necessary to make several improvements including to pay more attention to the elements of communication and interaction in the organizational system so that they have implications for improving the performance of subordinates who are given assignments. So that employee job satisfaction is better and will result in employee commitment to the organization.
- 2) To improve communication at the Regional Secretariat, the Tanjungpinag City government deemed it necessary to make several improvements to increase employee commitment. Among them is applying the use of local languages in communicating between employees and when performing services. This is considered necessary because it will increase the value of racial unity and discrimination. So that everyone can understand what is conveyed.
- 3) To improve work attitudes at the Regional Secretariat, the Tanjungpinag City government deemed it necessary to make several improvements to increase employee commitment. There is a need for better management of work culture such as the formation of FGDs (FORUM GROUP DISCUSSION) it is hoped that the FGD will find solutions to any existing problems. If the work is done quickly, it will increase employee satisfaction and commitment.
- 4) To improve leadership at the Regional Secretariat, the Tanjungpinag City government deemed it necessary to make several improvements to improve performance. The leadership at the Regional Secretariat of the Tanjungpinag City government needs to always educate employees so they can improve performance and leaders also need to go down to see the problems that occur at the work site.
- 5) To improve communication at the Regional Secretariat, the Tanjungpinag City government deemed it necessary to make several improvements to improve performance. Communication between leaders and employees must be built properly because if there is a wrong delivery of communication it will be fatal in completing work. So, it is expected that between employees must be able to create a pleasant atmosphere of communication.

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