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The Influence of Leadership Style and Organizational Commitment on Employee Performance of Makassar City Manpower Office

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ABSTRACT

This research was conducted for the Makassar City Manpower Office. This study aims to determine 1) transformational and transactional leadership styles, 2) employee commitment levels, 3) employee performance levels, 4) the effect of transformational leadership on employee performance, 5) the effect of transactional leadership on employee performance, 6) the effect of transactional leadership on performance. employees. organizational commitment to employee performance. Employee performance, 7) The relationship and influence of transformational leadership and organizational commitment to employee performance, 8) Relationship and influence of transactional leadership and organizational commitment to employee performance. The research method used is quantitative research with a population of 120 people and a sample of 70 respondents. The research instrument used questionnaires and documentary methods, while the data analysis technique used descriptive analysis and multiple linear regression. The results of this study indicate that transformational leadership is highly rated based on employee observations, the level of organizational commitment, and employee performance has high scores, even though transactional leadership is rated below average. In conclusion, points four to six have a low positive effect, while points seven and points eight also have a low positive effect and the relationship of the two independent variables has a low value.

Keywords: Leadership Style, organizational commitment, employee performance

INTRODUCTION

This understanding of the essence of leadership will be further developed and enriched from the experiences of many people in their social interactions, both that occur within the group itself and in relationships with other groups. the leadership aspect has a very strategic role in the goals and objectives of an organization. (Siagian, 2002) explained that the quality of leadership in every organization can be seen from the ability of officials in the organization to how far they can: fully understand the various factors that are strengths for the organization; properly and precisely recognize the various forms of weakness that exist in the organization; take advantage of existing opportunities; eliminating various threats that are obstacles to the success of an organization in achieving its goals and objectives; have a proactive and anticipatory attitude towards changes that will always occur, both because of internal organizational factors and external factors of the organization including the development of science and technology; encouraging subordinates to work with a high level of efficiency, effectiveness, and productivity that can drive business success; and creating a way and climate that supports the insight of togetherness in efforts to achieve organizational goals/objectives.

Various dynamics and pathologies of the bureaucracy that are judged by the public that currently, the low performance of employees in a government bureaucracy in Indonesia has not been able to show results that can provide satisfaction for society and also regional

development, this is because one of the factors is the leadership style for a leader cannot apply his leadership style well. As it is understood that the wheels of the organization can run well if someone's leadership can be carried out well who can design and move all members of the organization to work by their respective competencies. (Niswaty et al., 2019; Saggaf et al., 2019; Sukmawati et al., 2019). According to (Robbins, 2016) namely transactional leadership styles, laissez-faire, and transformational leadership

The leader has an influence on followers which makes them connected to the leader's vision through higher trust and reciprocity (Gandolfi & Stone, 2018; Grošelj et al., 2020; Samul, 2020), which ultimately motivates followers to increase their level of commitment and hence task performance. Apart from leadership which can influence organizational performance, other factors support organizational performance, namely organizational commitment (Tarigan, 2018; Vizano et al., 2020). Komitmen organisasi didefinisikan sebagai keinginan pada sebagian

pekerja untuk tetap menjadi anggota organisasi (Adevally Soujanya, 2018; Yan et al., 2019). Organizational commitment can be understood as an employee's behavior related to a strong belief and acceptance of the goals and values of the organization, a willingness to strive for the achievement of organizational interests, and the desire to maintain a position as a member of the organization. In order to assess the organization so that they remain loyal and willing to work their best to achieve the goals of the organization.

Observing the results of the 2014-2019 Makassar City Manpower Office Strategic Plan report, it is reflected that the strategic objectives to be achieved are: 1) Realizing an increase in community income; 2) Realizing a safe, orderly, peaceful, and peaceful community life; 3) The improvement of the performance of public services with these three strategic objectives shows that the overall work program has been realized, reaching a figure above 90 percent. Seeing the realization of the organizational performance of the Makassar City Manpower Office above can also be seen from the strategic target setting with performance indicators and the performance achievements are described as follows: a. The first target, "Fulfillment of Job Field Needs and Business Opportunities" was an average of 151.94%; b. The second target, "The realization of a productive and competitive workforce" has an average achievement of 100.02%; c. The third target, "Creating a Harmonious Relationship between Employees and Employers" the average achievement is 97.50%. d. The fourth goal is "Increasing Worker Welfare" the average achievement is 80.30%. e. Fifth Target "Realization of Efficient and Effective Government Administration" the average achievement is 99.26%.

The leadership of both the unit leader and the institution as a whole needs to be optimized (Pihie et al., 2011; Sudaryono, 2014). How a leader conducts coaching, directs, communicates, or provides support will have an impact on the work behavior of his subordinates. A leader who is democratic or otherwise authoritarian will create a certain work climate and produce different attitudes and behaviors (Arthur, 2013; MacKie, 2009). Therefore, a leader must know well the characteristics of the organization and the members contained in it. The leadership style and strategy of a leader will have an impact on employee performance (Al-Malki & Juan, 2018; Al Khajeh, 2018; Obiwuru et al., 2011; Ratnasari et al., 2019; Veliu et al., 2017)

METHOD

This research is quantitative. The total population was 120 people and the sample determination was 70 respondents using the quota sampling technique using the Likert scale

variable measurement. The research instrument used a questionnaire and documentary method. The instrument reliability testing in this study is to use internal consistency. Reliability testing used internal consistency, while data analysis techniques used descriptive analysis and multiple linear regression tests.

RESULT AND DISCUSSION

Descriptive Analysis

Descriptive analysis to determine the high and low values of transformational leadership and transactional leadership, organizational commitment, and employee performance in each individual. The results of the research data description were carried out by comparing the hypothetical (theoretical) mean and the empirical mean described in table 1.

Table 1.
Comparison of the Mean Hypothesis and Empirical Mean of Leadership, Organizational Commitment, and Employee Performance Variables

Variabel	Mean Hipotetik			Mean Empiris			SD
	Xmin	Xmax	Mean	Xmin	Xmax	Mean	
Transformational	45	180	112,5	129	141	134,43	2,806
Transactional	23	115	69	41	83	58.86	7,748
Organizational Commitment	39	156	97,5	90	134	113,31	11,257
Employee Performance	17	68	42,5	47	68	55,23	5,846

Source: Results of SPSS data processing 22

Based on table 1, after calculating the hypothetical mean and empirical mean on the transformational leadership variable, the result of the hypothetical mean value of the transformational leadership variable is 112.5, while the empirical mean value of the transformational leadership variable is 134.43. This means that the application of a transformational leadership style is in a good category. whereas for the transactional leadership variable, the result is that the empirical mean is lower than the hypothetical mean, with details of the hypothetical mean value of the transactional leadership variable, namely 69, while the empirical mean value of the transactional leadership variable is 58.86. This means that the transactional leadership style is in a bad category.

The results of the study on the organizational commitment variable showed that the empirical mean was higher than the hypothetical mean, with details of the hypothetical mean value of the organizational commitment variable, namely 97.5 and the empirical mean value of 113.31. This means that the level of organizational commitment is in a high category.

The results of the calculation of the hypothetical mean and the empirical mean on the employee performance variable, result is that the empirical mean is higher than the hypothetical mean, with details of the hypothetical mean value of the organizational performance variable which is 42.5 while the empirical mean value is 55.23, that is, the level of employee performance is in the high category.

Autocorelational Test

Tabel 2.
Autocorrelation Test on Transformational Leadership Relationship with Employee Performance

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.086 ^a	.007	-.007	5.867	1.752

a. Predictors: (Constant), transformational leadership

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

Based on the results of data processing in table 2 by performing an autocorrelation test on the relationship between transformational leadership variables and employee performance variables, it has a Durbin-Watson value of 1.752. The Durbin-Watson value is greater than the du boundary value and less than the 4-du value. From these results, it can be concluded that the relationship between transformational leadership variables and employee performance does not have autocorrelation symptoms.

Table 3.
Autocorrelation Test on Transactional Leadership Relationship with Employee Performance

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.203 ^a	.041	.027	5.767	1.567

a. Predictors: (Constant), transactional leadership

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

Based on table 3, after the autocorrelation test was carried out on the relationship between the transactional leadership variable and the employee performance variable, it has a Durbin-Watson value of 1.567. The Durbin-Watson value is less than the dL limit value. In conclusion, the relationship between transactional leadership variables and employee performance has autocorrelation symptoms.

Table 4.
Autocorrelation Test on The Relationship Between Organizational Commitment and Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.095 ^a	.009	-.006	5.862	1.652

a. Predictors: (Constant), organizational commitment

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

The results of data management in table 4 after the autocorrelation test on the relationship between organizational commitment variables and employee performance variables have a Durbin-Watson value of 1.652. The Durbin-Watson value is greater than the du boundary value and less than the 4-du value. In conclusion, there is no autocorrelation symptom between organizational commitment and employee performance.

Table 5.

Autocorrelation test on the relationship of transformational leadership and organizational commitment to employee performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.127 ^a	.016	-.013	5.885	1.726

a. Predictors: (Constant), organizational commitment, transformational leadership

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

From table 5, after the autocorrelation test was carried out on the relationship of transformational leadership variables and organizational commitment with employee performance variables, it has a Durbin-Watson value of 1.726. The Durbin-Watson value is greater than the dU limit value and less than the 4-dU value. In conclusion, there is no autocorrelation symptom between transformational leadership and organizational commitment, and employee performance.

Table 6.
Autocorrelation Test on the Relationship of Transactional Leadership Variables and Organizational Commitment with Employee Performance Variables

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.210 ^a	.044	.016	5.800	1.560

a. Predictors: (Constant), organizational commitment, transactional leadership

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

Based on table 6. After the autocorrelation test is carried out on the relationship of the transactional leadership variable and organizational commitment with the employee performance variable, it has a Durbin-Watson value of 1.560. The Durbin-Watson value falls between the dL value and the dU value. In conclusion, the relationship between transactional leadership and organizational commitment and employee performance does not provide clarity about the symptoms of autocorrelation.

Hypothesis Test with Regression Test

Table 7.
Transformational Leadership on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	31.186	33.851		.921	.360
transformational leadership	.179	.252	.086	.710	.480

a. Dependent Variable: employee performance

Table 8.
Transformational Leadership Regression Test on Employee Performance

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.086 ^a	.007	-.007	5.867	1.752

a. Predictors: (Constant), transformational leadership

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

Based on tables 7 and 8, after a linear regression test was carried out on transformational leadership variables with employee performance variables, transformational leadership variables

had a positive influence on employee performance with a regression equation with regression equation $Y = 31.186 + 0.179 X$. Transformational leadership as an independent variable with symbol X and Employee Performance as the dependent variable with the symbol Y. Based on the regression equation above, it can be concluded that the more transformational leadership strength increases, the employee performance will also increase. The value of R Square obtained by the transformational leadership variable on employee performance is 0.007, which means that the transformational leadership variable contributes 0.7% to the employee performance variable, which results are considered to have a very low level of influence.

Table 9.
Transactional Leadership Linear Regression Test on Employee Performance

Coefficients^a

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	46.231	5.319		8.692	.000
transactional leadership	.153	.090	.203	1.706	.093

a. Dependent Variable: employee performance
Source: Results of SPSS data processing 22

Table 10.
Test of the Equation of Transactional Leadership Regression on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.203 ^a	.041	.027	5.767	1.567

a. Predictors: (Constant), transactional leadership
b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

Transactional leadership variables with employee performance variables, transactional leadership variables have a positive influence on employee performance with a regression equation with the regression equation $Y = 46.231 + 0.153 X$. From the regression equation above, it can be concluded that the more the transactional leadership strength increases, the employee performance increases. . The value of R Square between the transactional leadership variable on employee performance is 0.041, which means that the transactional leadership variable contributes 4.1% to the employee performance variable.

Table 11.
Linear Regression Test of Organizational Commitment to Employee Performance

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Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	49.630	7.139		6.952	.000
Organizational Commitment	.049	.063	.095	.788	.433

56 a. Dependent Variable: employee performance

Table 12.
Test the Equation for Organizational Commitment Regression on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.095 ^a	.009	-.006	5.862	1.652

63 a. Predictors: (Constant), organizational commitment

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

Based on table 12, a linear regression test was carried out on the organizational commitment variable with the employee performance variable with the regression equation $Y = 49.630 + 0.049 X$. The R Square value between the variable organizational commitment to employee performance is 0.009, which means that the organizational commitment variable contributes to the influence of 0.9% of the employee performance variable, which means that the level of influence is very low.

Table 13.
Multiple Regression Test of Transformational Leadership and Organizational Commitment to Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.026	34.597		.752	.455
transformational leadership	.176	.253	.085	.697	.488
organizational commitment	.049	.063	.094	.775	.441

a. Dependent Variable: employee performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.127 ^a	.016	-.013	5.885	1.726

a. Predictors: (Constant), transformational leadership, organizational commitment

b. Dependent Variable: employee performance

Source: Results of SPSS data processing 22

The results of data management in table 13 above, after multiple regression tests were carried out on transformational leadership variables and organizational commitment with employee performance variables, transformational leadership, and organizational commitment variables had a positive influence on employee performance with regression equation $Y = 26.026 + 0.176 X1 + 0.049 X2$. The value of R Square between transformational leadership variables and organizational commitment to employee performance is 0.016, which means that transformational leadership and organizational commitment have contributed 1.6% to the employee performance variable, which means that the effect is very low.

Table 14.
Multiple Regression Test of Transactional Leadership and Organizational Commitment to employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43.389	8.107		5.352	.000
	transactional leadership	.144	.092	.191	1.569	.121
	organizational commitment	.030	.063	.057	.466	.642

a. Dependent Variable: employee performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.210 ^a	.044	.016	5.800	1.560

a. Predictors: (Constant), organizational commitment, transactional leadership

b. Dependent Variable: performance

Sumber: Hasil olah data SPSS 22

The results of data processing in table 14 show the variables of transactional leadership and organizational commitment have a positive influence on employee performance with a regression equation with the regression equation $Y = 43.389 + 0.144 X1 + 0.030 X2$. Looking at

the regression equation, it can be concluded that the more the transactional leadership strength and organizational commitment increase, the employee performance will also increase. The value of R Square between the transactional leadership variable and organizational commitment to employee performance is 0.044 which means that the transactional leadership variable and organizational commitment contribute a low influence of 4.4% to the employee performance variable.

Based on the results of testing the DW autocorrelation value only reaches 1,560 and the value of R or R Square which explains the correlation coefficient that transactional leadership applied by the leadership of the Makassar City Manpower Office has an influence contribution of 0.44% or 4.4% on the performance of Makassar City Manpower Office employees. , and the remaining 95.6% is influenced by other variables. The result of the significance test is 0.480, which means it is greater than 0.05, so it can be said that the relationship and influence of transactional leadership and organizational commitment to employee performance are not significant. However, transactional leadership and organizational commitment have a positive influence on employee performance based on the results of linear regression, namely regression $Y = 31.186 + 0.179 X$. The conclusion is based on a proven hypothesis which states that there is a positive relationship and influence, although not significant between transactional leadership and organizational commitment to employee performance.

From the results of research on this variable, it is known that the application of transactional leadership types that do not tend to be used by heads of offices and organizational commitment at Disnaker are also sometimes neglected to be consistently carried out so that the impact on employee performance is not optimal. Apart from that, the results of this study also indicate that employees at Disnaker have a fairly low level of trust in their superiors over the type of leadership they apply to bring the Disnaker organization to achieve its existing vision and mission. According to (Mathis and Jacson, 2001) in Koesmono (2007) argues that organizational commitment is the level of trust and acceptance of workers towards organizational goals and has a desire to remain in the organization. Like the employees at the City Manpower Office of Makassar who are required to complete all workloads that have become their responsibility, but agency leaders cannot pay attention to the needs of their employees, so this will have an impact on the results of employee work performance that is not optimal and this is what is meant. One part of the importance of organizational commitment and the application of transactional leadership as proposed by Burn (in Pawar & Eastman, 1997) this relationship can be understood by the idea that lower employee needs, such as physiological needs and security can only be met through leadership style practices. transactional. In contrast, Keller (1992) argues "that higher needs, such as self-esteem and self-actualization, can only be met through the practice of transformational leadership styles".

The various views of the experts above cannot be denied that one of the factors for the success of the organization from the Manpower Office to achieve its goals is the consistency of the head of the department to apply the style or type of leadership that can support and develop higher motivation for employees to work. In addition, the success of organizational goals is very much determined by a high commitment by giving each other trust in every authority and task developed by each employee and prioritizing organizational interests over personal interests.

CONCLUSION

Based on the results of the research that has been done, it can be concluded that 1) transformational and transactional leadership in the Makassar City Manpower office is running well, 2) Organizational commitment in the Makassar City Manpower office is in the high category, 3) Employee performance in the Makassar City Manpower office is at high category, 4) transformational leadership has a positive and low influence on employee performance, 5) transactional leadership has a low and positive influence on employee performance, 6) organizational commitment has a low and positive influence on employee performance, 7) transformational leadership and organizational commitment has a low and positive relationship and influence on employee performance, 8) Transactional leadership and organizational commitment have a low and positive relationship and influence on the performance of employees of the Makassar City Manpower Office.

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