

# The Effect Of Leadership And Organizational Commitment On Employee Performance Through Motivation In The Requirement And Maintenance Section Of The General Bureau Of The Republic Of Indonesia

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## Abstract

*This study aims to: 1) examine and analyze the effect of leadership and organizational commitment on motivation, 2) test and analyze the influence of leadership and organizational commitment on employee performance, 3) test and analyze the effect of motivation on employee performance, 4) examine and analyze the influence of leadership and organizational commitment on employee performance through motivation. The research was conducted in the debriefing and maintenance section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia with a sample of 58 respondents. The sampling technique used a simple random sampling technique. Methods of data analysis using descriptive analysis and path analysis. The results showed that: 1) there is an influence of leadership and organizational commitment on motivation, 2) there is an effect of leadership and organizational commitment on employee performance, 3) there is an effect of motivation on employee performance, 4) motivation does not increase leadership and organizational commitment on performance employee. Motivation does not contribute to improving leadership and organizational commitment to employee performance.*

**Keywords:** Leadership, Organizational Commitment, Motivation, Employee Performance

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## I. INTRODUCTION

In the current era of globalization, everything is running and developing rapidly. The progress of the times is unavoidable because the level of technology is increasingly sophisticated, it requires companies to be able to compete fairly. Along with technological and economic developments in every country, it requires good governance or what is often called good governance. This good government is a form of success in carrying out the task of developing the country according to the goals that have been planned.

The new government management paradigm is oriented towards performance-based government management. As one of the implementations of performance-based management, accountability obligations are carried out starting from planning, implementing, and controlling government duties and functions which are realized by performance-based budgeting. In performance-based budgeting, relates to the amount of allocation of funds used in each activity to produce the output contained in the performance targets of each work unit and the expected results (outcomes), including efficiency in achieving these outputs. The entire system made by the government is used to serve various purposes, namely management plans, financial control, priority of the use of funds, and accountability to the public.

To get maximum performance results, qualified human resources (HR) are needed because they are important assets in an organization, Besides that HR also determines the success of an organization. Human resources in an organization need to be managed professionally to create a balance between the needs of employees and the demands and capabilities of the organization. This balance is the main key for organizations to be able to develop productively and fairly (Mangkunegara, 2009). Views on HR can be seen individually or as a group, this is because human behavior has different traits and characteristics.

In an organization, there is a process that changes input into certain output. This does not process by itself, in an organization of course there is a process of interaction and communication. The communication and interaction process is greatly influenced by the different human personalities in the organization. The personality of each individual/person in the organization includes; traits, values, desires, and interests. Inappropriate and wise handling of conflict situations in employees can have an impact on a comfortable working atmosphere.

This does not stop at that situation but can continue to be a burden on the employee himself. The ability of employees to deal with conflict/pressure is of course not the same. This will be very dangerous for employees

who have low resistance to problems/pressure because they are in a state of awry, so they experience mental pressure or stress. The follow-up process of handling conflicts and stress that hit employees, of course, must be done quickly, precisely, and wisely. This is done to avoid disturbing the work system, work atmosphere, and especially the performance of the employees themselves.

The role of the individual in an organization is crucial for realizing the success of the organization in achieving the goals set, including the role of the leader in the organization. Leadership is the main key in management which plays an important and strategic role in the survival of a company. The leader is the originator of the goal, and plans, organizes, mobilizes, and controls all the resources owned so that the company's goals can be achieved effectively and efficiently. Therefore the leader of a company organization is required to always be able to create conditions that can satisfy employees at work so that employees are obtained who are not only able to work but also willing to work towards achieving company goals.

Every organization will try to always improve the performance of its employees to achieve the goals set by the company. Various ways can be taken by companies to improve the performance of their employees, including by realizing employee motivation through leadership and leadership styles that are by employee expectations. Besides that, the ability of leaders to mobilize and empower their employees will affect employee performance. Rapid environmental and technological changes increase the complexity of the challenges faced by organizations. Leader behavior has a significant impact on employee attitudes, behavior, and performance. The effectiveness of leaders is influenced by the characteristics of their subordinates and related to the communication process that occurs between leaders and subordinates. The failure of the leader is because the leader is unable to move and satisfy employees in a particular job and environment.

In a government organization, success or failure in carrying out tasks and administering government is influenced by leadership, through leadership and supported by adequate government organizational capacity, the implementation of good governance will be realized, on the contrary, leadership weakness is one of the causes the collapse of bureaucratic performance in Indonesia. (Istianto, 2009). The Ministry of Defense abbreviated as the Ministry of Defense was formed based on the Presidential Regulation of the Republic of Indonesia Number 58 of 2015.

The employee's connection to the organization where he works is known as organizational commitment. As a general definition, Luthans defines organizational commitment as an attitude that shows employee loyalty and is a continuous process of how an organization member expresses their attention to the success and good of their organization (Setiadi, 2004). Motivation is a person's drive to maintain their membership in an organization to increase the success of the organization. Mowday (in Sopiah, 2008) states that work commitment is another term for organizational commitment. Organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to remain a member of the organization.

Organizational commitment is the identification and involvement of someone who is relatively strong in the organization. According to Morrison (in Anggraini, 2013) Commitment is considered important for organizations because it influences turnover and its relationship with performance which assumes that individuals who are committed tend to develop greater efforts at work. Another opinion about motivation was put forward by (Luthans, 2006) who stated that motivation is most often defined as (1) a strong desire to remain as a member of a particular organization, (2) the desire to try hard according to the wishes of the organization, (3) certain beliefs, and acceptance of organizational values and goals.

In carrying out their work, employees produce something called performance. Where performance is the result of an employee's work during a certain period compared with various possibilities, for example, standards, targets, or criteria that have been determined in advance and mutually agreed upon. Performance is the result of work that can be achieved by a person or group of people in an organization, following their respective authority and responsibilities, to achieve the goals of the organization in question legally, without violating the law norms, and ethics (Muis, Jufrizen, & Fahmi, 2018).

The problems faced today with the increasingly rapid flow of information require individuals to be able to work quickly. Changes in social culture due to technological developments make individuals increasingly busy with the world that is in the device. This causes an employee's view to change to individualism so that when there are problems in the work environment they are buried and become problems in the future. There needs to be a leader who changes the work environment of individualism into a cohesive and synergistic team between individuals. It is also necessary to direct, encourage, and organize all elements within the group or organization to achieve the desired organizational goals to produce maximum employee performance. Increasing employee performance means the achievement of the work of a person or employee in realizing organizational goals

Performance assessments for employees of the Supplies and Maintenance Section of the General Bureau are carried out every year based on Government Regulation Number 10 of 1979. Preliminary data was obtained which shows that the realization of training for central employees decreased in 2017 and 2019 by 8% and 5% respectively. Of the Indonesian Ministry of Defense employees at the center, the General Bureau of the

Secretariat General of the Ministry of Defense only sets a cooperative development target of 70% but not a personnel development target. The highest realization of employee development was in 2016 at 75% of the targeted number, then in 2017-2018, there was a decline. The decline that occurs continuously needs attention so that it does not continue in the following years. This condition was exacerbated by the average employee absence rate in 2019 which reached 20.4%.

## **II. LITERATURE REVIEW**

### **a. Employee Performance**

According to Annisa (2015), performance is a work result achieved by a person in carrying out the tasks assigned to him which is carried out with skill, experience, and seriousness as well as time. Employee performance indicators consist of quality, quantity, timeliness, independence, and effectiveness.

### **b. Leadership**

According to Sutrisno (2009), leadership is the ability to influence other parties, through communication, both direct and indirect, to move people to be fully understanding, aware, and happy to follow the leader's wishes. Leadership indicators consist of innovation and risk-taking, attention to detail, results orientation, team orientation, aggressiveness, and steadiness.

### **c. Organizational Commitment**

According to Munandar (2003), commitment is the level of employee trust and acceptance of the organization's goals and the intention to remain in the organization. Indicators of organizational commitment consist of employee willingness, employee loyalty, and employee pride in the organization.

### **d. Motivation**

According to Manullang (2001), explains that motivation is a stimulating or driving force, that stimulates employees to want to work as hard as they can, different from one employee to another. Motivation indicators consist of the job itself, salary, promotion opportunities, supervision, and coworkers.

## **III. RESEARCH METHODS**

### *Time and Location of Research*

This research was carried out starting in July 2022. This research was carried out in stages: observation, distribution of questionnaires, and analysis of research data. This research was conducted at the Debriefing and Maintenance Section of the General Secretariat General Bureau of the Ministry of Defense of the Republic of Indonesia, Jl. Medan Merdeka Barat No. 13-14 Central Jakarta 10110.

### *Research Design*

Research is a process of seeking the truth of a phenomenon or fact that occurs in a structured and systematic way. This study uses descriptive analytics with a quantitative approach. Sodik (2015) says quantitative research is research whose specifications are systematic, planned, and structured from the start to the making of the research design.

### *Method of Collecting Data*

#### *Types of research*

This type of research is a type of quantitative research. According to Creswell J (1994), the definition of quantitative research is a type of research that explains phenomena by collecting numerical data that is analyzed using math-based methods, especially statistics. Statistical-based methods must be supported by the use of data analysis tools, research designs, and appropriate data collection instruments.

### *Data Source*

The data source in this research is primary data.

Primary data is data collected directly by researchers to answer the problem or purpose of the research being conducted. The research was carried out systematically by taking data in the field directly from respondents by filling out questionnaires. In this research, the data source is the employee of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia.

### *Population and Sample*

#### *Population*

According to Sugiyono (2013), population is a generalization area consisting of subjects who have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. In this study, the population taken was the staff of the General Secretariat General Bureau of the Ministry of Defense of the Republic of Indonesia, the main inspectorate division, consisting of 140 people.

*Sample*

A sample is a portion of a population that has relatively similar characteristics and is considered representative of the population. Based on the Slovin formulation according to Gay and Dehl (2006), it was determined that the number of samples as objects of observation from the total number was considered representative or representative of the population. Sampling in this study was based on the Yamane formulation. Based on the calculations from the formula above, it is obtained that the number of samples as objects of observation is a total of 58 employees of the Provision and Maintenance Section of the General Secretariat General Bureau of the Ministry of Defense of the Republic of Indonesia. The technique used in this research is simple random sampling, which is a sampling method in which the population is stratified into several layers based on certain criteria. The criteria in question can be research variables or variables that are close to the research variables.

*Analysis Models*

*Path Analysis*

Path Analysis is a technique for analyzing cause-and-effect relationships that occur in multiple regression if the independent variable influences the dependent variable not only directly but also indirectly (Retherford, 1993). In this study to examine the effect of mediating variables using path analysis.

*Sobel Test Analysis*

Mediation hypothesis testing can be carried out using a procedure developed by Sobel (Abu-Bader & Jones, 2021) and is known as the Sobel test. The Sobel test is carried out by testing the strength of the indirect influence of X1 and X2 on Y through X3.

**IV. RESULT**

**1. The Effect of Leadership and Organizational Commitment on Motivation**

To find out this, it is necessary to use the F test. The following is a test of each variable:

Table 1. F Test Results Of The Influence Of Leadership And Organizational Commitment On Motivation

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1243.060	2	621.530	20.992	.040 <sup>b</sup>
	Residual	12243.716	55	222.613		
	Total	13486.776	57			

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

Source: Primary data processed, 2023

From Table 1, it is found that the F-calculated value of the leadership and motivation variables is 20,992, while the F-table is 3.96. Thus  $F_{count} > F_{Table}$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted at this real level. This provides the conclusion that leadership and organizational commitment influence work motivation. Thus the first hypothesis is tested and proven.

**2. The Effect of Leadership and Organizational Commitment on Employee Performance**

To test the influence of leadership and organizational commitment on employee performance, the F test is carried out. The following are the results of the F test:

Table 2. Results Of The F Test The Effect Of Leadership And Organizational Commitment On employee performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	774.628	2	387.314	21.922	.002 <sup>b</sup>
	Residual	7289.527	55	132.537		

Total	8064.155	57			
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a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary data processed, 2023

The F-test results for the leadership and organizational commitment variables were 21.922, and the F-table was 3.96. This means  $F_{count} > F_{table}$  which means  $H_0$  is rejected and  $H_1$  is accepted. This gives the conclusion that leadership and organizational commitment affect employee performance. Thus the second hypothesis is tested and proven.

### 3. The Effect of Motivation on Employee Performance

To test the effect of motivation on employee performance, the t-test is carried out. The following are the results of the t-test:

Table 3. Results Of The T-Test The Effect Of Motivation On Employee Performance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40.689	4.887		8.326	.000
X3	.315	.202	.348	5.120	.007

a. Dependent Variable: Y

Source: Primary data processed, 2023

The results of the t-test for the motivation variable obtained a calculated t value = 5.120 and a t-table of 1.663. This means  $t_{count} > t_{table}$  ( $5,120 > 1,663$ ), which means  $H_0$  is rejected and  $H_1$  is accepted. This gives the conclusion that motivation influences employee performance. Thus the third hypothesis is tested and proven.

### 4. The Effect of Leadership and Organizational Commitment on Employee Performance Through Motivation

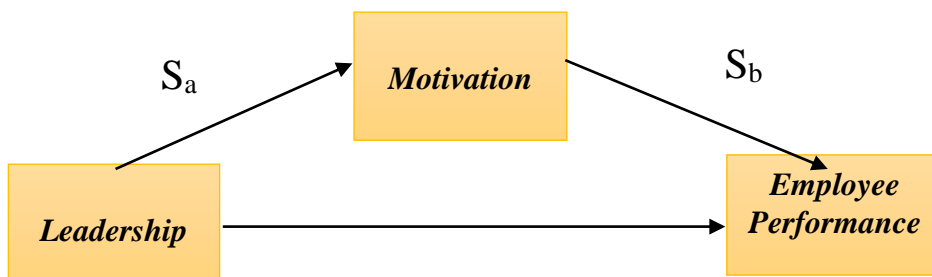
$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x1x3}) \times (\rho_{x3y}) = 0.129 \times 0.185 = 0.023$$

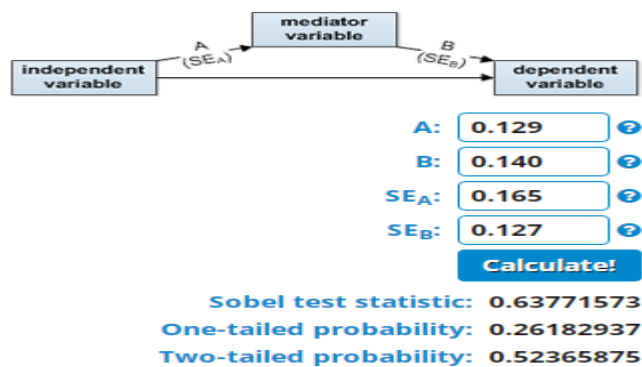
$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x2x3}) \times (\rho_{x3y}) = 0.346 \times 0.185 = 0.064$$

In the leadership variable, the indirect effect value is obtained from the path coefficient value  $\rho_{x1x3}$  multiplied by the path coefficient value  $\rho_{x3y}$ . The multiplication result shows that the value of the coefficient of indirect influence is smaller than the value of the coefficient of direct influence. In the organizational commitment variable, the indirect effect value is obtained from the path coefficient value  $\rho_{x2x3}$  multiplied by the path coefficient value  $\rho_{x3y}$ . The multiplication result shows that the coefficient of indirect effect is greater than the value of the coefficient of direct influence. This shows that motivation cannot mediate, namely leadership on employee performance, but organizational commitment can affect employee performance.

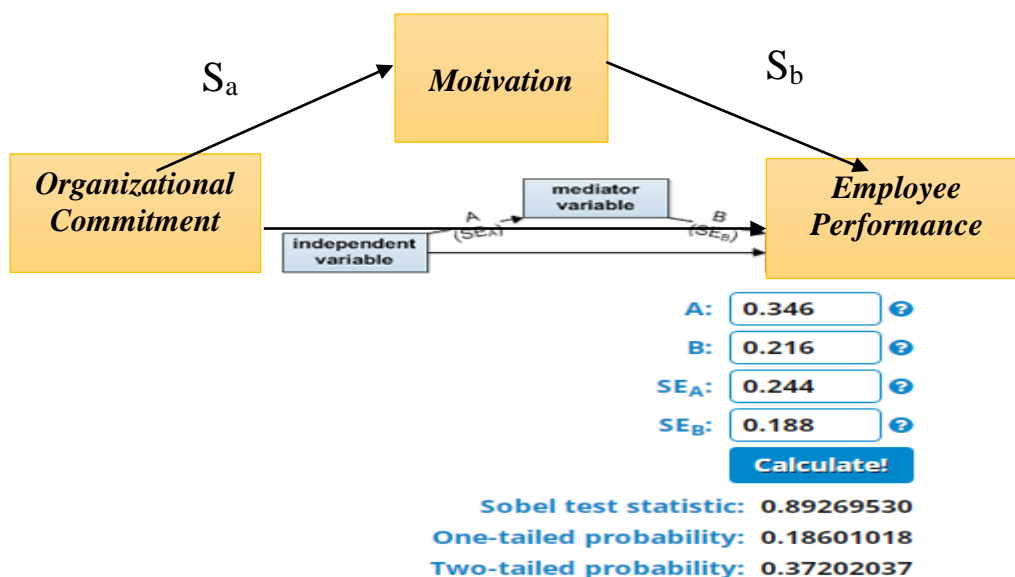
### 5. Sobel Test

Sobel test calculation results are obtained using the online Sobel Test Calculator. The results of the Sobel test calculation can be seen in the following image:





The path coefficient (mediation) of the indirect influence of motivation does not significantly mediate the influence of leadership on employee performance with a z value (Sobel Test) of (0.637). Because the Z value (0.637) is smaller than 1.96, it can be concluded that the indirect influence of leadership on employee performance through motivation is not mediating.



The path coefficient (mediation) of the indirect effect of motivation does not significantly mediate the effect of organizational commitment on employee performance with a z value (Sobel Test) of (0.892). Because the Z value (0.892) is smaller than 1.96, it can be concluded that the indirect effect of organizational commitment on employee performance through motivation is not mediating. Thus the fourth hypothesis is unproven and untested.

## V. Discussion

### 1. The Influence of Leadership and Organizational Commitment on Motivation in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Indonesian Ministry of Defense

Based on the analysis of the description of the leadership variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to quite agree that the indicators of innovation and risk-taking, attention to detail, results orientation, team orientation, aggressiveness, and steadfastness form the leadership variable. The indicator that dominates the formation of the leadership variable is the stability indicator, namely the work carried out by the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is carried out with determination to succeed and full of optimism.

Based on the analysis of the description of the organizational commitment variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to agree that the indicators of employee will, employee

loyalty and employee pride in the organization from the organizational commitment variable. The indicator of employee loyalty provides the greatest value for the formation of the organizational commitment variable, namely that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia are loyal to their organization and faithful to their work.

Based on the analysis of the description of the motivation variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to agree with the job itself, salary, promotion opportunities, supervision, and co-workers forming a motivation variable. The indicator that gives the highest value to the formation of the motivation variable is the work itself, namely the Staff of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia likes their work and already knows the risks of their work.

Based on The results of the regression analysis, show that leadership and organizational commitment contribute to increasing motivation in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Indonesian Ministry of Defense. The results of this research are in line with the results of research conducted by Ida Respatiningsih and Frans Sudirjo (2015), Billi Santris (2019), Desi Nurdiana, M. Mansur and M. Khoirul ABS (2019), Agus Sudiharto and Erni Widajanti (2012), Keksi Sundarsi and Suprihatmi Sri Wardiningsih (2012), Imelda Andayani and Satria Tirtayasa (2019), Listiana Kusuma Wardani (2020).

## **2. The Influence of Leadership and Organizational Commitment on Employee Performance in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Indonesian Ministry of Defense**

Based on the analysis of the description of the leadership variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to quite agree that the indicators of innovation and risk-taking, attention to detail, results orientation, team orientation, aggressiveness, and steadfastness form the leadership variable. The indicator that dominates the formation of the leadership variable is the stability indicator, namely the work carried out by the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is carried out with determination to succeed and full of optimism.

Based on the analysis of the description of the organizational commitment variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to agree that the indicators of employee will, employee loyalty and employee pride in the organization form the organizational commitment variable. The indicator of employee loyalty provides the greatest value for the formation of the organizational commitment variable, namely that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia are loyal to their organization and faithful to their work.

Based on the analysis of the description of employee performance variables, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense tend to agree that quality, quantity, timeliness, independence, and effectiveness form employees' performance variables. The indicator that gives the highest value to the formation of employee performance variables is effectiveness, namely The work carried out by employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is completed in an effective time and cost efficiency.

Based on The results of the regression analysis, show that leadership and organizational commitment contribute to improving the performance of employees in the Provision and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia. The research results are in line with research conducted by Ida Respatiningsih and Frans Sudirjo (2015), and Billi Santris (2019). Desi Nurdiana, M. Mansur and M. Khoirul ABS (2019). Agus Sudiharto and Erni Widajanti (2012), Keksi Sundarsi and Suprihatmi Sri Wardiningsih (2012), Imelda Andayani and Satria Tirtayasa (2019). Listiana Kusuma Wardani (2020).

## **3. The Influence of Motivation on Employee Performance in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia**

Based on the analysis of the description of the motivational variable, it shows that employees of the General Secretariat General Bureau of the Ministry of Defense of the Republic of Indonesia tend to agree on the work itself, salary, promotion opportunities, supervision, and co-workers to form the motivational variable. The indicator that gives the highest score to the formation of the motivation variable is the work itself, namely The

staff of the Provision and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia like their work and already know the risks of their work.

Based on the analysis of the description of employee performance variables, it is shown that employees of the General Secretariat General Bureau of the Ministry of Defense tend to agree that quality, quantity, timeliness, independence, and effectiveness form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is effectiveness, namely the work carried out by employees of the Provision and Maintenance Section of the General Secretariat General Bureau of the Ministry of Defense of the Republic of Indonesia is completed effectively in time and cost efficiency.

Based on The results of the path analysis, shows that work motivation has an increasing impact on employee performance. The results of the research are in line with the research of Ida Respatiningsih and Frans Sudirjo (2015), Billi Santris (2019), Desi Nurdiana, M. Mansur and M. Khoirul ABS (2019), Agus Sudiharto and Erni Widajanti (2012), Keksi Sundarsi and Suprihatmi Sri Wardiningsih (2012), Imelda Andayani and Satria Tirtayasa (2019), Rahayu Saputri and Nur Rahmah Andayani (2018), Wa Ode Zusnita Muizu, Umi Kaltum, Ernie T. Sule (2019), Liliana Kusuma Wardani (2020).

#### **4. The Influence of Leadership and Organizational Commitment on Employee Performance Through Motivation in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia**

Based on the analysis of the description of the leadership variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to quite agree that the indicators of innovation and risk-taking, attention to detail, results orientation, team orientation, aggressiveness, and steadfastness form the leadership variable. The indicator that dominates the formation of the leadership variable is the stability indicator, namely the work carried out by the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is carried out with determination to succeed and full of optimism.

Based on the analysis of the description of the organizational commitment variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to agree that the indicators of employee will, employee loyalty and employee pride in the organization form the organizational commitment variable. The indicator of employee loyalty provides the greatest value for the formation of the organizational commitment variable, namely that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia are loyal to their organization and faithful to their work.

Based on the analysis of the description of the motivation variable, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia tend to agree with the job itself, salary, promotion opportunities, supervision, and co-workers forming a motivation variable. The indicator that gives the highest value to the formation of the motivation variable is the work itself, namely the Staff of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia likes their work and already knows the risks of their work.

Based on the analysis of the description of employee performance variables, it shows that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense tend to agree that quality, quantity, timeliness, independence, and effectiveness form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is effectiveness, namely The work carried out by employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is completed in an effective time and cost efficiency.

Based on The results of the path analysis and Sobel test, show that leadership and organizational commitment to employee performance through motivation do not contribute to increasing employee performance in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia. The motivational variable does not play a role in leadership and organizational commitment to improving employee performance. This research is in line with research by Ida Respatiningsih and Frans Sudirjo (2015), Desi Nurdiana, M. Mansur and M. Khoirul ABS (2019), Agus Sudiharto and Erni Widajanti (2012).



## **VI. CONCLUSIONS AND RECOMMENDATIONS**

### *Conclusion*

Based on the results of research regarding the Influence of Leadership and Organizational Commitment on Employee Performance Through Motivation in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Indonesian Ministry of Defense, the following conclusions can be drawn:

1. Based on the results of the description analysis, it is found that:

a. **Leadership**

Based on the results of descriptive analysis, shows that the indicators of innovation and risk-taking, attention to detail, results orientation, team orientation, aggressiveness, and steadfastness form leadership variables. The indicator that dominates the formation of the leadership variable is the stability indicator, namely the work carried out by the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is carried out with determination to succeed and full of optimism.

b. **Organizational Commitment**

Based on The results of the descriptive analysis, show that the indicators of employee will, employee loyalty, and employee pride in the organization form the organizational commitment variable. The indicator of employee loyalty provides the greatest value for the formation of the organizational commitment variable, namely that employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia are loyal to their organization and faithful to their work.

c. **Motivation**

Based on The results of descriptive analysis, shows that the job itself, salary, promotion opportunities, supervision, and coworkers form motivation variables. The indicator that gives the highest value to the formation of the motivation variable is the work itself, namely the Staff of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia likes their work and already knows the risks of their work.

d. **Employee Performance**

Based on The results of descriptive analysis, show that indicators of quality, quantity, timeliness, independence, and effectiveness form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is effectiveness, namely The work carried out by employees of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia is completed in an effective time and cost efficiency.

2. Based on the results of path analysis and Sobel analysis, it is found that:

a. Based on The results of the regression analysis, show that leadership and organizational commitment have an increasing impact on the motivation of the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Indonesian Ministry of Defense.

b. Based on The results of the regression analysis, show that leadership and organizational commitment have an impact on increasing the performance of employees in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia.

c. Based on The results of the regression analysis, show that motivation has an increasing impact on the performance of employees in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia.

d. Based on The results of the path analysis and Sobel test, show that leadership and organizational commitment do not have an impact on increasing the performance of employees in the Supplies and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia.

### *Recommendations*

Based on the results of research on the Influence of Leadership and Organizational Commitment on Employee Performance through Motivation in the Debriefing and Maintenance Section of the General Secretariat General Bureau of the Ministry of Defense of the Republic of Indonesia, several suggestions can be submitted as follows:

1. Theoretically, the results of this research are expected to be useful as one of the study materials in increasing knowledge, especially regarding the influence of leadership, organizational commitment, and motivation on employee performance in the Debriefing and Maintenance Section of the General Secretariat of the Ministry of Defense of the Republic of Indonesia.

2. The practical use of this research is expected to be able to provide information and input for the Debriefing and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia, especially those related to leadership, organizational commitment, and motivation, then to see the effect on employee performance by taking into account the following:

a. Leadership

To be of concern to the Leaders of the Provision and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia, to pay attention to the detailed attention indicators that give the lowest value to the formation of leadership variables, namely using the work carried out by the Debriefing and Maintenance Section of the General Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia must be carried out in detail and clearly with high procedures.

b. Organizational Commitment

To be of concern to the Leaders of the Provision and Maintenance Section of the General Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia, to pay attention to indicators of the presence of employee pride in the organization that gives the lowest score to the formation of organizational commitment variables, namely using Staff of the General Bureau of Provision and Maintenance of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia are proud to have a sense of belonging to be part of the organization and happy in doing his job.

c. Motivation

So that it becomes a concern for the Leaders of the Provision and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia to pay attention to the indicators of Colleagues who give the lowest score to the formation of motivational variables, namely using the Staff of the Provision and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia must know each other between sections and be tolerant of each other in their work, Leaders carry out joint activities such as gatherings.

d. Employee Performance

So that it becomes a concern for the Leaders of the Provision and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia to pay attention to the quantity indicator that gives the lowest value for the formation of employee performance variables, namely by the way the work of employees of the Provision and Maintenance Section of the General Secretariat General of the Ministry of Defense of the Republic of Indonesia must be following the quantity and competency possessed because of work carried out has an international standard quantity of work.

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