# Examining the Effect of Leader Behavior and Employee Commitment on Employee Performance

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| Article Info | ABSTRACT |
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| | The purpose of this study was to determine the effect of leader behavior and employee commitment on employee performance. The population of this research was the employees of PT. Sanur Jaya Utama, totaling 43 employees and all of them were being the respondents of this research. The collection of research data was carried out by means of questionnaires, interviews and observations. This study used multiple regression analysis techniques. This study revealed that leader behavior had a positive and significant effect on employee performance, work commitment had a positive and significant effect on employee performance, leader behavior and employee commitment simultaneously had a positive and significant effect on employee performance at PT. Sanur Jaya Utama. This study is expected to be a reference for the management of PT. Sanur Jaya Utama and other enterprises that leader behavior and employee commitment are very important factors in improving employee performance.<br><br> |

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## INTRODUCTION

Human resources are one of the factors that have a very important role in an organization or agency, the resources referred to in this case are employees. Employees are the most important element in determining the progress and decline of an agency. In the era of globalization, companies are directed to have superior human resources. The company's development and goals will be realized well if it has superior resources. (Edy Sutrisno, 2017) states that "economic assets are increasingly no longer physical, such as buildings, machines or other property, but mental and intellectual, such as market perceptions, relationships, company image, brand image, patents, credibility, vision, and special knowledge.

Human resources are a very important factor in an organization or company. In a company, the role of human resources is becoming increasingly important because it is very crucial in the development process of a company. The company's development will be realized well if it is supported by quality leadership. If leaders are able to carry out their duties well, it is very likely that the company can achieve its targets. Among the important factors that influence employee performance is leadership style. Leadership according to Robbin's (2002:3) is the ability to influence a group towards achieving goals. The role of a leader in an entity or organization is very necessary in order to direct his subordinates to achieve organizational goals. Therefore, if there is no good leadership, organizational goals will be difficult to achieve. A leader is someone who can lead to better employee motivation, participation and satisfaction. If a leader wants high motivation and

participation in job satisfaction from employees, then an ability is needed to understand the situation and conditions of the organization, and then determine a leadership style that is appropriate to the circumstances of the organization. In addition, it needs to be understood that a leader must have certain characteristics that distinguish him from other people.

The company's goals will be achieved if the company has a leader who has leadership behavioral factors. Leaders are often called princes, leaders, pioneers, coaches, monitors, guides, teachers, enforcers, heads, chiefs, prosecutors, kings, elders, and so on. Meanwhile, the term leader is used in the context of the results of the use of one's role related to the ability to influence others in various ways. Matondang (2008:5), states that a leader is someone who is able to influence other people to do or not do something they want. Leadership consists of several types, namely, essential leadership, exponential leadership, business leadership, organizational leadership, team leadership . Leadership in the organization aims to make changes constructively by setting direction and developing a vision of the future and implementing strategies to make the desired changes in achieving the vision of the organization.

According to Miswan (2012: 6), leadership behavior is a leadership style whose focus is not on the traits or characteristics of the leader but on the interaction between people around him and a group of people/subordinates. In an organization a leader has the function of planning, organizing, directing and controlling. In an effort to achieve company goals, a leader must be able to make plans for his employees. Employees are those who work for a company or agency to carry out operational tasks and expect remuneration in the form of a commission or salary. Employee is a translation of the word performance which means the work of a worker (Sedarmayanti 2011:260).

(Princy & Rebeka, 2019) states that employee commitment plays a major role in the growth of organizational performance. Employee commitment will improve employee performance in the organization. The definition of employee commitment according to Robbins (2003) is that organizational commitment is a work attitude that reflects the feelings of each individual, whether they like or dislike the organization where they work. Employees who are committed will definitely have good work performance. Work performance will help employees to get promotions or salary increases. Bernardin and Russel in Sutrisno (2016: 150) state that "work performance is the level of a person's skill in the tasks that include his job, understanding the weight of an individual's ability to fulfill the provisions in the job". High commitment makes individuals care about the fate of the organization and try to make the organization in a better direction, so that with high commitment the possibility of a decline in performance can be avoided. On the other hand, individuals with low commitment will prioritize themselves or their group, where these individuals do not have the desire to make the organization a better direction, thus allowing a decrease in performance.

Based on the results of the interview, there was a decline in employee performance at PT. Sanur Jaya Utama, the decline in work performance can be seen from the decrease in the number of company projects and not being on time in completing these projects. This is influenced by the leader's behavioral factors. Leadership has a significant relationship to performance. Wirawan (2008:22) states that conducive leadership will create performance, this is because leadership is a concept that can be used as a suggestion to measure the suitability of organizational goals and the resulting impact. This is also supported by research by Rohman (2009) and Brahmasari (2007) which states that leadership has a positive and significant effect on job satisfaction, which means that good leadership can improve performance in an organization.

## METHOD

In this research, the type of research used is quantitative research. According to Sugiyono (2018; 13) quantitative data is a research method based on positivistic (concrete data), research data is in the form of numbers that will be measured using statistics as a calculation test tool, related to problems. researched to produce a conclusion. This research was carried out at PT. Sanur Jaya Utama which is located at Jl. Setia Budi No. 28 Temacun Ward, Kuta, Badung Regency. The population used for research were employees of PT. Sanur Jaya Utama, totaling 43 people.

According to Arikunto (2017; 173), if there are less than 100 subjects, then the entire population becomes the research sample. But if the subject is more than 100 then 10-15% can be taken. Based on this definition, it can be said that the sample used in this research was the entire population, namely 43 people. The type of data used in this research is quantitative. The data source

used is primary data obtained directly in the form of opinions or opinions from PT employees. Sanur Jaya Utama by answering all the questions contained in the questionnaire.

## RESULTS AND DISCUSSION

The validity test aims to check whether the questionnaire as a research instrument is appropriate for measuring what it should measure. An instrument is said to be *valid* if it has a correlation coefficient between items with a total score in the instrument greater than 0.30 with an Alpha error rate of 0.05.

Table 1. Recapitulation of Research Instrument Validity Test Results

| Variable | Indicator | Correlation coefficient | *Sig. (2-tailed)* | Ket |
|---|---|---|---|---|
| Leader behavioral factors (X1) | $X_{1.1}$ | 0.901 | 0,000 | Valid |
| | $X_{1.2}$ | 0.854 | 0,000 | Valid |
| | $X_{1.3}$ | 0.877 | 0,000 | Valid |
| | $X_{1.4}$ | 0.902 | 0,000 | Valid |
| | $X_{1.5}$ | 0.856 | 0,000 | Valid |
| Employee work commitment (X2) | $X_{2.1}$ | 0.825 | 0,000 | Valid |
| | $X_{2.2}$ | 0.827 | 0,000 | Valid |
| | $X_{2.3}$ | 0.676 | 0,000 | Valid |
| | $X_{2.4}$ | 0.804 | 0,000 | Valid |
| Employee work performance (Y) | $Y_1$ | 0.802 | 0,000 | Valid |
| | $Y_2$ | 0.788 | 0,000 | Valid |
| | $Y_3$ | 0.612 | 0,000 | Valid |
| | $Y_4$ | 0.745 | 0,000 | Valid |
| | $Y_5$ | 0.872 | 0,000 | Valid |
| | $Y_6$ | 0.776 | 0,000 | Valid |

*Cronbach's Alpha* value , namely to determine the unidimensionality of statement items against the latent variables studied ( factors of leader behavior , employee commitment , and employee performance ). *Cronbach's Alpha* value is declared reliable if the value is greater than or equal to 0.60.

Table 2. Instrument Reliability Test Results

| Variable | Tolerance | VIF |
|---|---|---|
| Leader behavioral factors ($X_1$) | 0,382 _ | 2,551 |
| Employee work commitment ($X_2$) | 0.382 _ | 2,551 |

Source: Results of Processed Data, 2023

The reliability test results presented in Table 2 show that all research instruments have a *Cronbach's Alpha coefficient* of more than 0.60. So it can be stated that all variables have met the reliability requirements so that they can be used to conduct research.

### Classical Assumption Test Results

Regression analysis really needs an assumption section so that the model can be used as a good predictor, so the next test is to test the assumptions of a *classical linear regression model* (classical assumption test). Classic assumption tests in this research include normality tests, multicollinearity tests, and heteroscedasticity tests. Each classical assumption test will be described as follows:

### Normality Test Results

To detect data normality, *Kolmogorov-Smirnov is used* with the criteria if *Asymp . Sig* (2-tailed ) is greater than *the level of significance* used, namely 5 percent, so it can be concluded that the residuals are normally distributed, but vice versa if *Asymp. Sig* (2- *tailed* ) is smaller than *the significant level of* 5 percent, so the data has an abnormal distribution. The normality test results for all samples can be seen in Table 3 below.

Table 3 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

| | Unstandardized Residuals |
|---|---|
| N | 43 [c] |

| Exponential parameters. [a,b] | Mean | | 1.5897815 |
|---|---|---|---|
| Most Extreme Differences | Absolute | | 0.130 _ |
| | Positive | | 0.094 _ |
| | Negative | | - 0,130 _ |
| Kolmogorov-Smirnov Z | | | 0.485 _ |
| asymp. Sig. (2-tailed) | | | 0.973 _ |

Source: Processed data, 2023

The results of the normality test with *the One-Sample Kolmogorov-Smirnov Test* as seen in Table 3 show that the *Asymp. Sig* (2- *tailed* ) 0.973 is greater than *the level of significance* , which is 5 percent (0.05) so that the tested data is normally distributed or normally distributed.

**Multicollinearity Test Results**

The results of the multicollinearity test can be seen in Table 4 .

**Table 4. Multicollinearity Test Results**

| No. | Variable | *Cronbach's Alpha* | Ket |
|---|---|---|---|
| 1 | Leader behavioral factors (X $_1$ ) | 0.822 | Reliable |
| 2 | Employee work commitment (X $_2$ ) | 0.811 | Reliable |
| 3 | Employee work performance (Y) | 0.791 | Reliable |

Source: Processed data, 2023

Based on Table 4. it can be concluded that the *tolerance value* of the multiple linear regression equation for each variable is worth above 10% (0.10) and the VIF value is below 10. This shows that the existing regression model does not have symptoms of multicollinearity.

**Heteroscedasticity Test Results**

The results of the heteroscedasticity test are presented in Table 5 below.

Table 5 Heteroscedasticity Test Results

| Variable | Significance | Conclusion |
|---|---|---|
| Leader behavioral factors (X $_1$ ) | 0.857 | Free of Heteroscedasticity |
| Employee work commitment (X $_2$ ) | 0.547 | Free of Heteroscedasticity |

Source: Processed data, 2023

Table 5 shows that the significant value of the leadership behavior factors variable is 0.857 , and the significance of the employee work commitment variable is 0.547 .

**Results of Multiple Linear Regression Analysis**

This multiple linear regression analysis is used to analyze the influence of leader behavioral factors and employee work commitment on employee work performance . Table 6 below shows the results of multiple linear regression analysis in this study.

**Table 6 Multiple Linear Regression Test Results**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.55 | 2.081 | | 6.03 | 0 |
| | Leader Behavior Factors | 0.251 | 0.123 | 0.362 | 2.05 | 0.05 |
| | Work Commitment | 0.44 | 0.197 | 0.396 | 2.24 | 0.03 |

a. Dependent Variable: Work Performance

Source: Processed data, 2023

Based on Table 6, the regression equation can be prepared as follows:

$$Y = 12.554 + 0.251 X1 + 0.440 X2 + e$$

The interpretation of the above equation is as follows:

1. The constant value is 12.554 , that is, if the leader's behavioral factors and employee work commitment are constant or equal to zero, then the employee's work performance value is 12.554

2. The regression coefficient (b $_1$ ) on leader behavior factors (X $_1$ ) is 0.251 and has a positive relationship with employee work performance . This means that if the leader's behavioral factors (X1 ) increase, then employee work performance (Y) will increase assuming the other independent variables are constant.

3. Regression coefficient (b 2 ) on work commitment employees (X 2 ) worth 0.440 has a positive relationship on employee performance . That is, if the value of employee work commitment (X 2 ) increases, then employee performance (Y) will increase assuming the other independent variables are constant.

**Model Feasibility Test Results**

Coefficient of Determination (R $^2$ )

The results of the test for the coefficient of determination in this study can be seen in Table 7 as follows:

**Table 7 Test Results for the Coefficient of Determination**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .715 $^a$ | 0.511 | 0.486 | 1.4935 |
| a. Predictors: Work Commitment, Leader Behavior Factors | | | | |

The test results in Table 7 give an $R^2$ test result of 0.511. This result means that there is 51.10% of the variation in work performance of PT employees. Sanur Jaya Utama is influenced by variables the factors of leader behavior and employee work commitment , while the remaining 48.9% is explained by other factors not included in the model.

**F Test Results (Simultaneous)**

The results of the F test in this research can be seen in Table 8 as follows :

**Table 8 Simultaneous Test**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 93,197 | 2 | 46,598 | 20,891 | .000 $^b$ |
| | Residual | 89.222 | 40 | 2,231 | | |
| | Total | 182,419 | 42 | | | |
| | | | | | | |
| a. Dependent Variable: Job Performance | | | | | | |
| b. Predictors: Work Commitment, Leader Behavior Factors | | | | | | |

Source: Processed data, 2023

F test results ( *F test* ) in Table 8 shows that the calculated F value is 20.891 with a significance value of 0.000 which is less than $\alpha = 0.05$, this means that the model used in this study is feasible.

**Table 9 Hypothesis Test Results (Partial)**

| Variable Relationships | Regression Coefficient (B) | T count | Significance | Conclusion |
|---|---|---|---|---|
| Factors of leader behavior → Employee performance | 0 .251 | 2,050 | 0 , 0 47 | H1 Accepted |
| Employee work commitment → Employee performance | 0.44 | 2,239 | 0 .0 31 | H2 Accepted |

Source: Processed data, 2023

Based on the results of hypothesis testing at 9 , it can be explained the influence between variables as follows:

(1) Influence of leadership behavior factors on employee performance

In table 9 it can be seen that the results of the analysis influence the factors of leader behavior on employee work performance, a positive regression coefficient value of 0.251 was obtained , a calculated t value of 2.050 and a significance value of 0.0 47 < 0.050, thus indicating that H $_1$ was accepted.

(2) The Effect of Employee Work Commitment on Employee Work Performance

In table 9 it can be seen that the results of the analysis of the effect of employee work commitment on employee performance obtained a positive regression coefficient value of 0.440 and a t-count value of 2.239 and a significance value of 0.031 <0.050 indicating that H2 is accepted.

## CONCLUSION

Based on the background, literature review and result of research, the following is the summary of this research: The results of the regression analysis in this study showed that 1) the leader behavior have a positive and significant effect on the work performance of employees, it means that better implementation of leader behavioral, increase the employee work performance, 2) work commitment has a positive and significant effect on the work performance, it means that the higher the work commitment, the greater work performance, 3) Leader behavior and work commitment simultaneously have a positive and significant effect on employee performance at PT Sanur Jaya Utama. It means that better leader behavioral and higher work commitment increasing  work performance of employees at PT Sanur Jaya Utama.

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