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THE INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE AT PT TIRAN GROUP MAKASSAR

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ABSTRACT

In order for businesses to thrive in the era of globalization, human resource issues are currently their top priority. Organizations are required to be able to offer appropriate feedback from the work done by an employee in terms of leadership and motivating workers. Employees, as executors of work, will always try their best to be able to carry out their obligations properly. With this research, organizational commitment and employee performance of PT Tiran Group Makassar are examined in relation to leadership and work motivation. This type of research is hypothesis testing with quantitative methods. The population is all employees of PT Tiran Makassar with a sample of 83 respondents. Data were analyzed by means of paths using SPSS 22. The findings show that leadership at PT Tiran Makassar has a positive and substantial impact on worker performance, while work motivation has a positive and significant impact on organizational commitment. At PT Tiran Makassar, organizational dedication has a good but negligible impact on staff performance. Employee performance at PT Tiran Makassar is positively and significantly influenced by work motivation, with organizational commitment as the intervening variable.

Keywords: leadership, work motivation, organizational commitment, employee performance

A. INTRODUCTION

Humans are basically social creatures with a tendency to interact with others, cooperate, and depend on their existence. Therefore, we need a group that can gather and facilitate human interaction and cooperation. The company's human resources are a very important component. In order for businesses to thrive in the era of globalization, human resource issues are currently their top priority. Professional human resource management is needed for companies or organizations to achieve a balance between the wishes of employees and the requirements and skills needed by the organization or company.

Mondy (2010) defines human resource management as the work of various people to achieve the goals stated in the company. Using and developing human

resources appropriately will have a good effect, including obtaining high employee performance, which will ultimately have an impact on improving company performance.

In order for individuals who work in companies or organizations to have positive potential and performance for the company, HR management must make plans for HR who will work together, from recruitment to maintenance. However, knowing how to recruit and how to maintain human resources alone is not enough to guarantee that a company organization will be able to carry out its responsibilities properly. However, it still requires other management functions, namely the organizing function and the directing function.

The performance of human resources or employees in the organization can be influenced by many things including leadership style and work motivation. Organizations can have high performance, carried out by paying attention to several aspects that can change individual behavior and habits so that they can be directed according to organizational goals.

With its head office on Jalan Ir. Sutami Warehousing Complex, PT. Tiran Makassar distributes Unilever Indonesia products on behalf of the company to all neighborhood stores in Makassar and its surroundings. With the success of income at PT. Tiran Makassar in 2022, PT. The Makassar tyrant began to decline.

Based on observations carried out by researchers on the problem of decreasing employee performance due to a lack of work motivation, which is caused by a decrease in the compensation provided by the company. The decrease in the provision of compensation in the form of employee wages has made a number of employees not motivated to carry out their responsibilities and their duties, which in turn can reduce the company's performance PT. Makassar tyrant. With this incident, low employee discipline is shown by the difficult attitude to be present on time according to the schedule where it is determined so that the work is delayed.

Work motivation is another element that can affect employee performance. According to Victor Vroom (in As'ad 2004: 109), motivated personnel will try to achieve goals and get high performance evaluations. Employee productivity is affected by their motivation for their task as well as their capacity to do it. This is supported by a study conducted by Rahman (2014) "The Influence of Competence and Leadership on Employee Performance with Motivation as an Intervening Variable (Case Study on Employees in the Factory Section of PT JEMBER INDONESIA)" This shows a strong correlation between employee performance and work motivation.

If a business or organization wants its employees to contribute significantly to achieving its goals, motivation is a very important factor to pay attention to. Abraham Maslow's Hierarchy of Needs Theory (1994) identified five types of motivating needs, including physiological needs, safety, social interaction, self-esteem, and self-actualization. Employees who have high motivation will be more involved in work.

Conversely, if motivation is low, workers will lack enthusiasm at work, give up easily, and struggle to complete their tasks. Work motivation is not only about how we motivate someone personally, but also a systematic activity carried out by the company as an effort made by the human resources division. Based on the performance data obtained at PT Tiran Makassar, there are still employees who are not well motivated. This is evidenced by the existence of employees who still feel

underappreciated by the company for their achievements and achievement of targets that have been achieved.

B. MATERIALS AND METHODS

Time and Location of Research

The research was carried out at PT. Tiran Group Makassar is located at Jl. Ir. Sutami Parangloe Beautiful Warehousing Complex Makassar City, South Sulawesi 90211 during The research time starts in April 2023 until it is finished.

POPULATION, SAMPLES, & SAMPLING TECHNIQUES

a) Population

All employees at PT. Tiran Group Makassar is the study population.

b) Sample

The research sample is all employees at PT. Tiran Group Makassar as many as 83 people.

c) Retrieval Technique

The entire PT Tiran Makassar became the sample in this study. Because of the participants in this study there were less than 100 people, so the entire population was used as the research sample. A non-probability sampling strategy that offers equal opportunities or possibilities for each component or member of the population to be selected as a sample using the saturated sampling method is used to select the determinants of the respondents.

DATA TYPE & SOURCE

a) Data Type

The research uses a quantitative research methodology. Research which is quantitative in nature is carried out by collecting information in numerical form. Numerical data is then changed and examined to reveal the scientific significance of the data (Martono, 2001: 20).

b) Data source

There are 2 sources of research data, namely:

1. Primary data sources, namely data generated through respondents through questionnaires which are distributed via the media google form to all employees of PT. Tiran Group Makassar.
2. Secondary data sources, namely data that has been collected from existing sources by data collection organizations and then available to the data consumer community, including books, magazines, government publications, Special Detachment data, media, company annual reports and so on (Sekaran, 2019:130-134).

METHOD OF COLLECTING DATA

The data information can then assist the investigation needed to reach the anticipated research findings. Data is a collection of information which is needed for decision making, from Kuncoro (2013); 148. Because the resulting data can be used as a basis for drawing conclusions, the data collected in this study can later be used

to answer the questions posed. Data collection techniques :

1. Interview is a data collection method that involves question and answer from informants who have been used as data sources.
2. Questionnaires are a type of data collection technique by asking questions to respondents who will use a questionnaire guide. Surveys consist of open-ended questions, or questions that require the respondent to choose from a list of possible responses. The questionnaire was used to submit statements, and each response on a Likert scale from 1 to 5 expresses the respondent's opinion.
3. Literature study is a data collection technique which is carried out by reading, citing or reviewing literature, books, notes and various reports which relate to the problems and research variables to be resolved.

DATA ANALYSIS TECHNIQUE

A. Descriptive Analysis

Researchers used descriptive analytic methods to examine research data. Analysis descriptive text (Sugiyono, 2018) is used to analyze data which has been collected by describing or describing the object being studied from the population or sample where there is without carrying out the analysis and drawing conclusions which are generally recognized. Descriptive analysis presents two things, namely:

- a. analysis of the characteristics of PT. Tiran Group Makassar which consists of gender, age, education level and tenure of employees at PT. Tiran Group Makassar.
- b. analysis of responses to questionnaires given by respondents. After the calculation is complete, the answers from the respondents for each statement item are divided into 5 categories: very high, high, moderate, low, and very low:
 - Maximum Index Value = Highest scale = 5
 - Minimum Index Value = Lowest scale = 1
 - Distance Intervals = [maximum value – minimum value]/5
= (5-1) : 5 = 0.8

Table 1.1 Interpretation of Item Averages in Research Variables

Average Intervals	Statement
1-87	Bad
88-174	Not enough
175-261	Enough
262-348	Good
349-435	Very good

Data source: Primary Data 2023

B. Path Analysis

Path analysis is a type of analytical approach used to identify and describes the direct and indirect impacts of a group of effect variables. Study intervention factors were examined using a route analysis approach.

C. DISCUSSION RESULT

General Description of the Research Object

A company named PT. Tiran Group Makassar is involved in general trading, export and contracts. Based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-03618.AH.01.01 of 2011 concerning Ratification of Company Legal Entities with Company Registers, PT. Tiran Group Makassar was established based on the Deed of Establishment of PT Tiran Group Makassar No. 21 dated 20 December 2010 by Djiniati Djaperputri Hendarto, SH as Notary/PPAT. What is the Head Office Doing and Where is it located? 40 Makassar City,

South Sulawesi Province. Based on Letter Number PEM-0043/WPJ.15/KP.0103 Year 2012 from the Makassar Pratama Tax Service Office, PT Tiran Makassar has been legalized as a Taxable Entrepreneur.

Overview of Respondents

The population in this study is all employees at PT. Tiran Group Makassar namely 83 respondents. The sampling technique in research uses a lack of probability sampling that uses a saturated sampling approach and offers each component or member of the population the same opportunity to be selected as a sample. To provide a basic description of the respondent's gender, age, and recent educational background, as well as tenure at PT. Tiran Group Makassar. The specifics of the general description are described, namely.

1. Distribution of Respondents by Gender

The distribution of employee respondents at PT Tiran Group Makassar based on gender can be seen as follows:

Table 1.2 Distribution of Respondents by Gender

Gender	Number of people	Percentage (%)
Man	45	54%
Woman	38	46%
Amount	83	100%

Data source: Primary Data 2023

Through table 1.2 it can be seen if the gender of the respondent is dominant, namely men worth 45 people (54%) then women worth 38 people (46%). This shows that employees at PT Tiran Makassar are mostly dominated by men compared to women, meaning that the majority of employees working at PT Tiran Makassar are male.

2. Distribution of Respondents by Age

The distribution of PT Tiran Group Makassar employee respondents by age can be seen, namely:

Table 1.3 Distribution of Respondents by Age

Age Group (years)	Number of people	Percentage (%)
25-30 Years	42	51%
31-40 Years	19	23%
41-50 Years	12	14%
≥ 50Year	10	12%
Amount	83	100%

Data source: Primary Data 2023

From table 1.3 it can be seen that the dominant age of the research respondents was 25 to 30 years, namely 42 people (51%), while 19 people (23%) were 31 to 40 years old, 12 people were 41 to 50 years old (14%), and where more than 50 years as many as 10 people (12%). This shows that based on the age level, the most dominant is the age of 25-30 years.

3. Distribution of Respondents Based on Education

The distribution of PT Tiran Group Makassar employee respondents based on age can be seen as follows:

Table 1.4 Distribution of Respondents by Education Level

Level of education	Number of people	Percentage (%)
SMA/SMK	21	25%
D3	13	16%
S1	42	51%
S2	7	8%
Amount	83	100%

Data source: Primary Data 2023

Based on table 1.4, it can be seen that the educational level of the majority of employees at PT Tiran Makassar is SMA/SMK with 21 people (25%), Diploma/D3 with 13 people (16%), S1 with 42 people (51%) and higher education level. S2 worth 7 people (8%). The data presented states that if the number of respondents has an undergraduate education level, that is the education level of the dominant employee of PT Tiran Makassar, which is as many as 42 people or 51%.

Musick and Walson (2007) revealed that individuals have different backgrounds Those with a high educational background can have high self-confidence and optimism as well as a greater sense of care for the organization in which they are located so that they can it is said that the quality of an organization's human resources increases with the proportion of workers with a higher degree.

4. Distribution of Respondents Based on Term of Office

The distribution of employee respondents at PT Tiran Group Makassar through years of service can be seen as follows:

Table 1.5 Distribution of Respondents Based on Years of Service

Years of service	Number of people	Percentage (%)
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1-5 Years	51	61%
≥ 6Year	32	39%
Amount	83	100%

Data source: Primary Data 2023

Through table 1.5 it can be seen that the working period of the large employees at PT Tiran Group Makassar is 1-5 years worth 51 people (61%), ≥ 6Year worth 32 people (39%). Based on these data, it can be seen that in terms of experience it is not sufficient. The length of service of an employee is directly related to experience. Conceptually, the longer an individual works for a company, the higher the experience they have, as well as skills and the more productive they are at work.

Description Analysis

The characteristics of the respondents and the answers of the respondents constitute a descriptive analysis in the research. Descriptive analysis is very important in a study because descriptive analysis has a useful purpose in order to analyze respondents' responses to each indicator in the questionnaire. Based on the questionnaire which was distributed to 83 respondents with the highest score of 5 and the lowest score of 1.

For each response to each item studied and the average score for each variable, the results of the tabulation of the respondent's score can be understood by its frequency distribution. The criteria used to interpret the score by Stemple, Jr. (2004) in Noermijati (2013) and based on the questionnaire given to 83 respondents and the Likert scale used in this study, with the highest score being 5 and the lowest score being 1. This makes it easier to describe the research variables.

Table 1.6 Interpretation of Average Items in Research Variables

Average Intervals	Statement
1-87	Bad
88-174	Not enough
175-261	Enough
262-348	Good
349-435	Very good

Data source: Primary Data 2023

1. Leadership Variables

In the variable Leadership given 9 (nine) questions that reflect leadership indicators namely direction, communication, exemplary and decision-making ability. Inside the variable shows the question to the respondent namely.

Table 2.1 Recapitulation of Leadership Variable Questionnaire Answers

No.	Question	Frequency					Score
		SS	S	N	TS	STS	
		5	4	3	2	1	
1	Your leader can plan well	38	25	20	0	0	83

		190	100	60	0	0	350
2	Your leader can direct and coordinate your efforts as you complete tasks.	35	32	16	0	0	83
		175	128	48	0	0	351
3	Your leaders encourage and are actively involved in decision making	30	45	8	0	0	83
		150	180	24	0	0	354
4	Your leader motivates his subordinates	22	37	20	3	1	83
		110	148	60	6	1	325
5	Your leaders always create team spirit	24	44	13	0	2	83
		120	176	39	0	2	337
6	Your leader can often elaborate Plan and task well	23	45	15	0	0	83
		115	180	45	0	0	340
7	Your leaders are always providing new information to employees	28	38	16	1	0	83
		140	152	48	2	0	342
8	Your leaders are always providing new information to employees	27	38	18	0	0	83
		135	152	54	0	0	341
9	Your leader always evaluates employee performance	24	37	22	0	0	83
		120	148	66	0	0	334

Data source: Primary Data 2023

The table above states that the respondents' answers to the leadership variable have a positive attitude. This can be seen through the scores which are produced at intervals of 334 - 354 which have a very good meaning. Has a meaning if the leadership variable has a positive impact on organizational commitment and employee performance at PT. Tiran Group Makassar.

2. Work Motivation Variables

Work Motivation Variables were given 9 (nine) questions that reflect indicators of work motivation, namely the need for self-actualization, appreciation and recognition, social needs, security needs, and survival. Inside the variable shows the question to the respondent namely.

Table 2.2 Recapitulation of Work Motivation Variable Questionnaire Answers

No.	Questions	Frequency					Score
		SS	S	N	TS	STS	
		5	4	3	2	1	
1	My monthly salary already covers my basic needs (eating, drinking, and clothing)	28	39	16	0	0	83
		140	156	48	0	0	344

2	The company provided health insurance to me	37	33	12	0	1	83
		185	132	36	0	1	354
3	I feel safe working in an office because the company has a security system.	34	43	6	0	0	83
		170	172	18	0	0	360
4	I work and get guaranteed work safety insurance	39	35	9	0	0	83
		195	140	27	0	0	362
5	The positive working atmosphere in this organization makes me happy to be here.	39	32	12	0	0	83
		195	128	36	0	0	359
6	The company gives freedom, my colleague to often help in getting the job done	37	31	15	0	0	83
		185	124	45	0	0	354
7	My performance at work gave me a gift from the company.	37	28	16	2	0	83
		185	112	48	4	0	349
8	Whenever I do my job satisfactorily, my employer always praises me.	39	35	7	2	0	83
		195	140	21	4	0	360
9	This business gives me the flexibility to maximize my potential and become more knowledgeable.	31	43	9	0	0	83
		155	172	27	0	0	354

Data source: Primary Data 2023

The table above states that the respondents' answers to the Work Motivation variable have a positive attitude. This can be seen through the resulting score which is in the interval 344 – 362 which has a very good meaning. This means that if the work motivation variable has a positive impact on organizational commitment and employee performance at PT Tiran Group Makassar.

3. Organizational Commitment Variable

The Organizational Commitment variable is given 9 (nine) questions that reflect organizational commitment indicators, namely the desire to be bound to the company because of one's own will, Continuance Commitments and confidence to be responsible for the company (normative commitment). In the variables asked questions to respondents namely.

Table 2.3 Recapitulation of Organizational Commitment Variable Questionnaire Answers

No.	Question	Frequency					Score
		SS	S	N	TS	STS	
		5	4	3	2	1	
1	There is a sense of belonging to the company	44	27	10	2	0	83
		220	108	30	4	0	362

2	Proud to be part of the company	41	37	5	0	0	83
		205	148	15	0	0	368
3	Proud to work for the company	32	46	5	0	0	83
		160	184	15	0	0	359
4	Happy if you can spend your career in the company	29	44	10	0	0	83
		145	176	30	0	0	351
5	Requires work done at the moment	26	39	18	0	0	83
		130	156	54	0	0	340
6	There is a sense of satisfaction with the work that has been given by the company	46	29	7	0	1	83
		230	116	21	0	1	368
7	Can work in accordance with company regulations.	43	38	2	0	0	83
		215	152	6	0	0	373
8	There is a strong desire to remain part of the company.	49	32	2	0	0	83
		245	128	6	0	0	379
9	Responsible for the work provided by the company.	50	29	4	0	0	83
		250	116	12	0	0	378

Data source: Primary Data 2023

The table above states that the respondents' answers to the Organizational Commitment variable have a positive attitude. This can be seen through the scores which are generated at intervals of 340 – 379 which has a very good meaning. Means if the organizational commitment variable has a positive impact on the performance of employees of PT. Tiran Group Makassar.

4. Employee Performance Variables

The employee performance variable is given 6 (six) questions that reflect employee performance indicators, namely work quality, work quantity, use of time when working and cooperation. Inside the variable shows the question to the respondent namely.

Table 2.4 Recapitulation of Organizational Commitment Variable Questionnaire Answers

No.	Pertanyaan	Frekuensi					Skor
		SS	S	N	TS	STS	
		5	4	3	2	1	

1	The level of performance and volume of work you create meets the expectations of the company.	46	28	8	0	1	83
		230	112	24	0	1	367
2	According to the burden that is within your authority, you have done satisfactorily.	44	36	3	0	0	83
		220	144	9	0	0	373
3	When an employee's performance doesn't line up with the attitude you need, you can still work with them.	48	32	3	0	0	83
		240	128	9	0	0	377
4	You always perform your duties effectively and efficiently.	49	30	4	0	0	83
		245	120	12	0	0	377
5	You are able to perform the tasks that have been given to you.	50	31	2	0	0	83
		250	124	6	0	0	380
6	You are competent to perform the assigned tasks in accordance with the needs of the company.	48	32	3	0	0	83
		240	128	9	0	0	377

Data source: Primary Data 2023

The table above states that the respondents' answers to the employee performance variable have a positive attitude. This can be seen through the scores which are generated at intervals of 367 – 380 which has a very good meaning. This means that employee performance variables have a positive effect on organizational commitment and employee performance at PT. Tiran Group Makassar.

D. CONCLUSIONS AND RECOMMENDATIONS

Through the results of research which is carried out on the impact of leadership as well work motivation on organizational commitment and employee performance at PT. Tiran Group Makassar, it can be concluded;

1. Leadership at PT Tiran Makassar plays a role in efforts to improve employee performance. Each indicator on leadership has a role in increasing organizational commitment to PT Tiran Makassar so that it has a significant influence.
2. The application of work motivation at PT Tiran Makassar plays a role in encouraging efforts to increase organizational commitment. It can be seen from each indicator that work motivation plays a role in organizational commitment at PT Tiran Makassar so that it has a significant influence.
3. Implementation of organizational commitment at PT Tiran Makassar plays a role in efforts to encourage employee performance. Each indicator on organizational commitment has a role in employee performance at PT Tiran Makassar so that it has a significant influence.

4. Implementation of organizational commitment at PT Tiran Makassar does not play a role in efforts to improve employee performance. Not all indicators on organizational commitment play a role in employee performance at PT Tiran Makassar so that they have an insignificant effect.
5. The test results show that leadership plays a role in efforts to improve employee performance through organizational commitment as a mediating variable.
6. The results of the study show that work motivation plays a role in efforts to improve employee performance from organizational commitment to the mediating variable.

SUGGESTION

1. The results obtained in this research are expected to be able to contribute to various parties, especially for PT Tiran Group Makassar to further improve performance as one of its business strategies considering competition in the business world, especially in product distribution and societal needs which are very fast developing and changing. change.
2. So that future research can develop research through assessment or addition of other variables to complement the results of this study.

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