

# The Influence of Leadership Style, Work Motivation and Organizational Commitment on Employee Performance of DPMD Malang Regency

Juwita Wulandari<sup>1</sup>, Sri Wilujeng<sup>2</sup>, Arien Anjar<sup>3</sup>

<sup>1,2,3</sup>Universitas PGRI Kanjuruhan Malang

Corresponding authors: juwitawulandari24@gmail.com

## ABSTRACT

This study aims to analyse the impact of leadership, work motivation, and commitment among employees of the Malang Regency Community and Village Empowerment Office (DPMD). The validation study is a quantitative study. Data were collected from a questionnaire administered to 52 respondents who were employees of DPMD Malang Regency using the entire sample. Data analysis techniques use multiple linear regression to show the impact of independent variables on the variables. The results showed that: (1) leadership style, work motivation, and organizational commitment have an impact on employee performance; (3) Job support has also been shown to have a positive effect on employee performance. In addition, (4) organizational commitment has also been shown to have a positive effect on employee performance. Wide. The importance of this study shows the importance of using good leadership styles, developing job support and strengthening the commitment of organizations to mobilize staff well.

## Keywords:

Leadership,  
Motivation,  
Commitment,  
Employee  
Performance

## INTRODUCTION

By overseeing the organization, the leader or leader must have good leadership, especially the ability to influence others, which is the primary responsibility of leadership fear (Anoraga, 2017). This is very important for the Malang Trusteeship Community and Village Empowerment Office (DPMD), which has a significant role in carrying out various projects to support the local community and promote the local economy. The leadership style used in DPMD will have a positive impact on the performance of employees in providing good service to the community. And if effective Leadership is a collaborative effort to support performance, effective employee performance can be achieved. Managers who encourage their employees to work with satisfaction and good work in DPMD Malang County will create services that the community enjoys. As Bass (1990) stated in Raharjo and Darutton (2006), good leadership is critical to the success or failure of an organization, including public institutions such as DPMD.

Work motivation can come from both internal and external sources and is an important factor in employee development in DPMD. Anoraga (2007) said that motivation is something that motivates someone to do something and the manager's job is to guide and encourage employees to work hard and achieve the organization's goals. DPMD leaders should create a work environment where employees are motivated and committed to providing the best services to the people of Malang. An attitude where employees accept and support the organization's goals. A good leader in Malang District DPMD should be able to influence policies and work plans to get the best results from employees and ensure that they can work their best to achieve the organization's goals. Research on the factors affecting employee performance is mixed. For example, research by Akhyar (2009) shows that leadership, organizational

commitment and organizational loyalty have a significant impact on the job performance of employees.

However, not all studies show the same results. For example, Tunti (2013) found that although motivation and job satisfaction are significantly beneficial, organizational commitment does not have a significant effect on the performance of local government employees. In DPMD in Malang City, management should understand that encouraging work and good leadership not only has a direct effect on the employees' work, but also directly affects through job satisfaction and employee commitment as explained in Taruno's study by Na et al. (2012). Leaders who can create a work environment that encourages and motivates their followers will help the organization achieve its goals and do the best job in society. Leadership in an organization is important in determining the success or failure of the organization. Good leadership reflects the management of the organization and the success of the movement. According to Yasiroh (2010), a good leader should have the following characteristics: Balance of responsibility. Be a good role model. Good communication skills. Good influence. ability to persuade others.

Job commitment is an important issue for managers in organizational life. Motivation is the process of influencing others to do what we want them to do. The manager's job is to motivate employees to do the job as directed. Anoraga (2007) stated that motivation is something that motivates a person to do something. Personal motivation can come from internal or external sources. According to Robbins (1998) in Suwardi and Joko (2011), motivation is the desire to exert maximum effort for the purpose of the organization, affected by the ability of resources to meet some personal needs of this energy. Strees and Porter (1996) explained in Harshanty (2021) that job support is a situation that encourages, directs and maintains behavior according to the work position. . Aranya et al., Ikhsan and Muhammad (2005) define organizational commitment as belief and acceptance of the goals and values of the organization, the desire to join a useful organization, the desire to maintain the organization or membership. According to Suwardi and Joko (2011), according to Gibson (1997), organizational commitment is the identification and loyalty information that employees see in the organization or in the organization. Commitment is the consistency of the person's relationship with things such as work, social environment, etc. (Yusuf, 2009). Proper commitment will ensure high motivation for work and good results.

Employee performance is a measure of the effectiveness and efficiency of managers in achieving organizational goals (Stoner, Ritonga, 2008). Employee performance refers to what managers do to manage. Effectiveness refers to the ability of management at all levels, whether it is human performance or financing performance, to establish the company, increase productivity and company performance. According to Mahoney's definition in Octavia (2009), the work of personnel is the work of an individual in the organization, including planning, research, sharing hands, analysis, supervision, management of employees, discussion and representation of employees working in the personnel. person

According to Mulyadi (2001), performance evaluation is the determination of the timing of the work of the organization and its employees according to goals, standards and guidelines. Since people initiate organizations, performance measurement is the evaluation of the behaviours that people show while doing their jobs in the organization. Conduct performance evaluations and provide timely feedback on

performance results, addressing inappropriate behaviour, and monitoring appropriate behaviour; rewards received can be both internal and external.

#### Research Hypothesis

H1: Leadership style, work motivation, and organizational commitment affect employee performance.

H2 : Leadership style affects employee performance.

H3 : Work motivation affects employee performance.

H4 : Organizational commitment affects employee performance

### METHOD

This study uses the quantitative multiple linear regression method to analyze the relationship between independent variables and variables, allowing researchers to make decisions simultaneously and determine the degree of influence of each variable on the variable. Universe and Study Sample

The universe of this study consists of senior managers, middle managers and sub-managers of DPMD Malang Regency. The total capacity reaches 52 people. Saturation sampling method was used for sampling in this study. Saturation sampling is a sampling method in which all members of the population are used as a sample (Sugiyono, 2013). The sample size used in this study is 52 employees of DPMD in Malang District. The basic information used in the form of opinions or answers of the researchers (for example) is obtained by dividing the questions into pre-determined samples. The data obtained from this study are the results of the surveys collected by the participants, which include the results of the participants' answers collected by sending the surveys to the leader and distributed to 52 participants of DPMD in Malang City.

### RESULTS AND DISCUSSION

Based on the results of statistical calculations with the help of SPSS 21.00 for windows software, an Anova table is obtained which shows the statistical F test. The results of the F test in table 1 of the Anova test can be seen as follows:

**Table 1. ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	416.426	3	138.809	44.120	.000 <sup>b</sup>
	Residual	151.016	48	3.146		
	Total	567.442	51			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Commitment, Leadership Style, Work Motivation

According to Table 1 above, it is seen that the F (simultaneous) test for leadership, job support and organizational commitment has a correlation of 44.120% among employed workers with a significance of 0.000.

#### T test

The t-test is used to test the validity of the research hypothesis with a significant t-test among the participants. The aim is to evaluate the significant individual (partial) effects of the variables leadership (X1), job support (X2) and organizational commitment (X3) on the workforce (Y). The results of the t-calibration data analysis are shown in Table 2 below.

**Table 2. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.410	3.384		6.121	.000
	Leadership Style	.265	.063	.413	4.202	.000
	Work Motivation	.281	.093	.296	3.003	.004
	Work Commitment	.437	.083	.410	5.281	.000

a. Dependent Variable: Employee Performance

Based on table 2, the multiple linear regression equation can be arranged as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 5,410 + ,265X_1 + ,281X_2 + ,437X_3 + e:$$

The explanation of the multiple regression equation is as follows:

According to Table 2, the t-count value for the X1 variable (leadership style) is 42.02%, with a significance level of 0.000. Since the significance level is less than 0.05, the X1 variable (leadership style) has a significant effect on variable Y (employee performance). Therefore, Ha1 is accepted, and Ho1 is rejected. Next, the t-count value for the X2 variable (work motivation) is 30.03%, with a significance level of 0.004. Since the significance level is also less than 0.05, X2 (work motivation) significantly impacts Y (employee performance). Thus, Ha2 is accepted, and Ho2 is rejected. Finally, the t-count value for the X3 variable (work commitment) is 52.81, with a significance level of 0.000. Because the significance level is less than 0.05, X3 (work commitment) also significantly affects Y (employee performance), leading to the acceptance of Ha3 and rejection of Ho3.

## Discussion

### Leadership Style, Work Motivation, and Organizational Commitment affect Employee Performance.

The testing results indicate that leadership style, work motivation, and organizational commitment significantly impact employee performance. A leadership style aligned with the organization's context, combined with a committed workforce striving toward established goals and high work motivation, positively enhances employee performance. Leadership style encompasses how leaders guide and influence team members to reach organizational objectives. This includes effective communication, decision-making, guidance, and employee support. Research demonstrates that a well-suited leadership style has a meaningful impact on performance. Leaders who inspire, provide clear direction, and support employee growth contribute to improved performance.

The results suggest that to significantly enhance employee performance, organizations should focus on three core areas: enhancing leadership quality, increasing employee motivation, and reinforcing organizational commitment. By prioritizing these, organizations can foster a supportive and productive work environment, ultimately driving improved performance.

### Leadership Style affects Employee Performance

The explanation of the test results of the leadership style variable which has a significant effect on employee performance can be supported by references from various empirical studies that highlight the relationship between leadership style and employee performance. According to Bass and Avolio, leadership that inspires and motivates employees to go beyond their personal interests for the benefit of the

organization significantly improves employee performance. Leadership styles provide a clear vision and mission, support innovation, and increase employee commitment.

Yukl (2021) highlighted that the use of leadership styles that are appropriate to the situation and needs of employees, such as participative and situational leadership, can improve leadership effectiveness and employee performance. Sutrisno (2016) found that participative and democratic leadership styles have a positive influence on employee performance in the public sector. Leaders who involve employees in decision making and provide emotional support tend to improve employee performance.

Test results that show a significant effect of leadership style on employee performance confirm the importance of the leader's role in the organization. An effective leadership style can provide the motivation, direction and support employees need to achieve optimal performance. Empirical studies support these findings, showing that inspiring and supportive leaders can significantly improve the performance of their teams.

### **Work Motivation affects Employee Performance**

Empirical studies support the test results that indicate a significant effect of leadership style on employee performance, illustrating the close relationship between leadership approach and performance outcomes. According to Bass and Avolio, leaders who inspire and motivate employees to prioritize organizational goals over personal interests greatly enhance employee performance. Effective leadership provides a clear vision and mission, supports innovation, and strengthens employee commitment. Yukl (2021) emphasizes that using leadership styles suited to both situational demands and employee needs—such as participative and situational leadership—can increase leadership effectiveness and boost performance. Sutrisno (2016) found that participative and democratic leadership positively affect employee performance in the public sector, as leaders who engage employees in decision-making and offer emotional support tend to enhance performance.

These test results underscore the critical role of leaders in organizational success. A well-chosen leadership style can motivate, guide, and support employees, enabling them to reach optimal performance levels. Empirical studies consistently confirm that inspirational and supportive leaders can significantly elevate team performance.

### **Organizational Commitment affects Employee Performance**

The results indicate that the organizational commitment variable has a significant impact on DPMD employees in Malang Regency. Organizational commitment refers to employees' loyalty and attachment to their organization, encompassing their desire to remain, alignment with organizational goals and values, and motivation to contribute to the organization's success.

The test results are robust, suggesting that this relationship is unlikely to be due to chance. Employees with high commitment tend to be more engaged and loyal, feeling an essential part of the organization and displaying greater dedication to their work. High organizational commitment often leads to higher productivity and efficiency, as committed employees not only work hard but also work smarter and more effectively.

The findings show that organizational commitment significantly affects employee performance, with an impact rate of 91.74% and a significance level of 0.000 ( $<0.05$ ), underscoring its critical role in optimizing employee performance. Organizational



commitment is not only significant but also a highly dominant factor in determining employee performance. Organizations should focus on strategies to enhance employee commitment, such as fostering a positive work culture, providing career development opportunities, and ensuring that employees feel valued and recognized to achieve better performance outcomes.

### **CONCLUSION**

This study demonstrates that leadership style, work motivation, and organizational commitment collectively contribute significantly to enhancing the performance of DPMD employees in Malang Regency. Therefore, the management of DPMD Malang Regency should prioritize the ongoing development of these three aspects to achieve optimal employee performance. By implementing an effective leadership style, boosting work motivation, and reinforcing organizational commitment, it is anticipated that employee performance will continue to improve, thereby supporting the achievement of overall organizational goals. The leadership style employed within DPMD Malang Regency significantly influences employee performance. Effective leaders can provide clear direction, inspire, and motivate employees to perform at their best. Good leadership fosters a supportive work environment, which subsequently enhances employee performance. Furthermore, work motivation has been shown to significantly affect employee performance at DPMD Malang Regency. Highly motivated employees tend to exhibit greater productivity, enthusiasm, and commitment to their tasks. Motivation can be bolstered through rewards, recognition, and opportunities for career development.

Organizational commitment also positively impacts employee performance. Employees who feel a strong attachment and commitment to DPMD Malang Regency demonstrate high levels of loyalty and dedication. This commitment can be further strengthened by enhancing communication, involving employees in decision-making processes, and supporting their career development.

To ensure effective communication of this information, consider the following presentation tips: Clear and Appealing Visuals: Use easy-to-read slides or displays with legible text and an appropriate font size, incorporating images or graphics that complement your explanation. Active Interaction: Utilize an LCD projector as a tool to facilitate discussions. Encourage participants to engage with the displayed material through questions, answers, or direct feedback. Pointers and Highlights: Use pointers or highlighting features to draw attention to specific parts of the material, ensuring the audience focuses on relevant information. Structured Presentation: Organize the content displayed on the LCD screen logically, making it easier for everyone to follow and comprehend. Good Time Management: While presenting, ensure that the time allocated to each slide or point is balanced, allowing sufficient time for discussion without lingering too long on one section. Attention to Room Lighting: Ensure the room is adequately lit so that the display on the LCD screen is clearly visible to all participants, avoiding distracting glare or shadows.

### **Acknowledgment**

The researcher would like to thank the DPMD of Malang Regency, all supervisors who have helped direct, motivate and never get tired of being bothered by researchers. May the lecturers in FEB Unikama always be given health.

## Reference

- Akhyar, Chairil. (2019). *The Influence of Budget Participation, Leadership Style, and Organizational Commitment on Managerial Performance (Case Study at Universitas Malikussaleh Lhoksuemawe)*. Accounting Thesis, Universitas Sumatera Utara.
- Anoraga. (2017). *Introduction to Business (Business Management in the Era of Globalization)*. Bandung: Rineka Cipta.
- Brahmasari, Ida Ayu, & Suprayetno, Agus. (2008). *The Effect of Work Motivation, Leadership, and Organizational Culture on Employee Job Satisfaction and Its Impact on Company Performance (Case Study at PT. Pei Hai International Wiratama Indonesia)*. Journal of Management and Entrepreneurship, 10(2).
- Djoemadi, Farid Rokhman, & Noermijati. (2014). *The Influence of Leader Characteristics and Rewards on Work Motivation and Employee Performance (Study at PT. Visi Karya Agritama)*. Journal of Applied Management, 12(2), 1693-5241.
- Fibrianti, Diana. (2013). *The Influence of Budget Participation, Decentralization, Organizational Commitment, and Environmental Uncertainty on Managerial Performance in the Government of Surabaya City*. Journal of Accounting Science and Research, 1(1).
- Ghozali, Imam. (2011). *Multivariate Analysis Application with SPSS 19 Program (2nd ed.)*. Semarang: Diponegoro University Publishing Agency.
- Harshanty, Andina Widya. (2021). *The Influence of Motivation on the Performance of Employees at the Integrated Licensing Agency (BPT) of Sragen Regency*. Management Economics Thesis, Universitas Sebelas Maret Surakarta.
- Ikhsan, Arfan, & Ishak, Muhammad. (2008). *Behavioral Accounting*. Jakarta: Salemba Empat.
- Indayati, Nurul, Thoyib, Armanu, & Rofiah. (2012). *The Influence of Employee Involvement, Organizational Culture, and Leadership Style on Organizational Commitment in Improving Employee Performance (Study at Universitas Brawijaya)*. Journal of Applied Management, 10(2), 1693-5241.
- Mahanani, Tri. (2009). *The Influence of Budget Participation on Managerial Performance with Self-Efficacy, Social Desirability, and Organizational Commitment as Intervening Variables*. Accounting Thesis, Universitas Sebelas Maret Surakarta.
- Mulyadi. (2001). *Management Accounting (Concepts, Benefits, and Engineering)*. Jakarta: Salemba Empat.
- Murti dan Gunasti. (2017). *The Influence of Compensation, Motivation, and Organizational Commitment on the Performance of Accounting Employees (Case Study on Manufacturing Companies in Surabaya)*. The Indonesian Accounting Review, 2(2).
- Nurwati, Umar Nimran, Setiawan, Margono, & Surachman. (2012). *The Influence of Leadership on Organizational Culture, Organizational Commitment, Work Behavior, and Employee Performance (Study on Regional Work Units of Southeast Sulawesi Province)*. Journal of Applied Management, 10(1), 1693-5241.

- Octavia, Dyah. (2009). *The Influence of Budget Participation and Organizational Commitment on Managerial Performance at PT. Pos Indonesia (Persero) Medan*. Accounting Thesis, Universitas Sumatera Utara.
- Ritonga, Panangaran. (2008). *The Influence of Paternalistic Culture and Organizational Commitment on the Relationship Between Budget Participation and Managerial Performance*. Accounting Thesis, Universitas Sumatera Utara.
- Raharjo, Susilo Toto, & Nafisah, Durrotun. (2006). *Analysis of the Influence of Leadership Style on Job Satisfaction, Organizational Commitment, and Employee Performance (Empirical Study at the Department of Religion of Kendal Regency and the Department of Religion of Semarang City)*. Journal of Management and Organization Studies, 3(2).
- Sunyoto, Danang. (2013). *Accounting Research Methodology*. Bandung: Refika Aditama.
- Suwardi & Utomo, Joko. (2011). *The Influence of Work Motivation, Job Satisfaction, and Organizational Commitment on Employee Performance (Study on the Employees of the Regional Secretariat of Pati Regency)*. Journal of Management Analysis, 5(1).
- Taruno, F.X., Citro, Soewarto, Thoyib, Armanu, Zain, Djumilah, & Rahayu, Mintarti. (2012). *The Influence of Leadership Style on Lecturer Performance with Job Satisfaction as a Mediator (Study on Private Universities in Malang)*. Journal of Applied Management, 10(1), 1693-5241.
- Teviana, T. (2011). *The Influence of Leadership Style and Internal Communication on Employee Work Effectiveness at RS Estomihi Medan*. Journal of Finance and Business, 3(3).
- Tunti, Maria Elerina Douk. (2013). *Analysis of the Influence of Job Satisfaction, Organizational Commitment, and Work Motivation on Managerial Performance in Local Government*. National Accounting Symposium XIV.
- Yasiroh, Iis. (2010). *Pengaruh Gaya Kepemimpinan dan Motivasi Kerja terhadap Kinerja Karyawan pada Kantor Pelayanan Pajak Pratama Karawang Selatan*. Skripsi Ekonomi, Universitas Singaperbangsa Karawang.