



# The Effect of Employee Performance and Organizational Commitment on Employee Performance: The Role of Work Motivation

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**Abstract.** In improving the performance of the Regional Government and optimizing services to the community, 15 units of Technical Implementing Units (UPT) in Kulon Progo Regency can provide services to the community in accordance with their duties in contributing to Local Government through Regional Original Revenue (PAD). This study used a survey method with 112 staff of the Kulon Progo Technical Implementation Unit (UPT) of the Special Region of Yogyakarta as research respondents. The research results obtained that the transactional leadership variable has a positive and significant effect on work motivation, organizational commitment has a positive and significant effect on work motivation, transactional leadership has a positive and significant effect on performance, organizational commitment has a positive and significant effect on performance, work motivation has a positive and significant effect on performance, work motivation able to mediate the influence between transactional leadership and organizational commitment to employee performance.

**Keywords:** Transactional leadership · organizational commitment · work motivation

## 1 Introduction

Kulon Progo District Regent Regulation Number 14 of 2016 concerning the formation and composition of Regional Apparatus, in implementing the provisions of Article 6 paragraph 3 concerning the formation of the organizational structure, functions and duties as well as work procedures of the Technical Implementing Unit (UPT) of the Service or Agency which is aligned with those who manage Government affairs In the main regional apparatus, in Kulon Progo Regency, 15 units of Technical Implementing Unit (UPT) were formed, spread over 7 Government Offices, to be able to provide services to the community in accordance with their duties in contributing to the Regional Government through Regional Original Revenue (PAD).

Where the measure of success at the Technical Implementation Unit (UPT) can be seen from the achievement of performance based on physical targets, financial reports and an increase in Regional Original Income (PAD). However, from several Technical

Implementing Units (UPT) the achievement of the Regional Original Revenue (PAD) target has not been met every year. The achievement of work targets in the Technical Implementing Unit (UPT) is closely related to the work motivation of employees in the organization, the achievement of targets that are not in accordance with the targets of the Regional Government, one of which is the employee motivation that has not been maximal. In the pre-survey conducted several things that caused a lack of employee motivation, namely due to the incompatibility of employees with the leadership style of the UPT head and organizational commitment in employees who were not yet perfect. The following is data on State Civil Apparatus (ASN) employees at the Technical Implementation Unit (UPT) in Kulon Progo Regency.

Leadership at each head of the Technical Implementation Unit (UPT) needs to be improved in order to coordinate employees well so that employees can be motivated to continue to improve their performance, one of which is that the leader must be able to apply a transactional leadership style. Transactional leadership is a characteristic that underlies a person in relation to the effectiveness of individual performance in completing their work, [3]. The existence of a leader in an organization is absolutely necessary to lead the course of the organization, including transactional leadership, transactional leadership styles can increase the effectiveness of individual performance in completing work, therefore transactional leadership styles will affect employee performance. In addition, an employee's organizational commitment is also a driving factor that can improve performance, because by having a strong commitment, employees are motivated to always give their best performance. Organizational commitment [1] defines the notion as a psychological state that characterizes the relationship between employees and the organization or its implications that affect whether employees will remain in the organization or not, which are identified in three components, namely: affective commitment, continuous commitment and normative commitment. Work motivation is the power of energy that can lead to a level of persistence and enthusiasm in carrying out an activity, both from within the individual itself and from outside the individual [2].

Based on this description, the problem can be identified as follows: What is the influence of transactional leadership on the work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency, how is the influence of organizational commitment on the work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency, how is the effect of transactional leadership on Employee performance of Technical Implementation Unit (UPT) in Kulon Progo Regency, how is the influence of organizational commitment on employee performance of Technical Implementing Unit (UPT) in Kulon Progo Regency, how is the influence of work motivation on employee performance of Technical Implementing Unit (UPT) in Kulon Progo Regency, how is the effect of transactional leadership on performance mediated by the work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency, how is the effect of organizational commitment on performance mediated by the work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency.

## 2 Literature Review

In providing services to the community, the Technical Implementation Unit (UPT) employees must be able to serve properly and in accordance with the organizational work procedures of their respective work units, the performance of the Technical Implementing Unit (UPT) employees must always be improved so that the community is satisfied with the services provided.

Employee performance is influenced by many factors, several factors including leadership, work motivation, organizational commitment, work environment, work ability, job characteristics, work culture and others. Employee performance is a part that must be considered in order to achieve organizational goals. Performance is a description of each system in each individual who has duties and responsibilities in carrying out obligations as employees, which are assessed and felt by each member, community and direct superiors as well as the local government. Therefore it is necessary to pay more attention to the factors that affect the staff of the Technical Implementation Unit (UPT).

To achieve performance in accordance with the goals and expectations of the Regional Government, each Technical Implementing Unit (UPT) must be able to manage its human resources properly, the success of an organizational goal cannot be separated from leadership management that is applied to employees, so leaders must be able to motivate employees so that employee organizational commitment can be achieved participate in improving its performance.

The existence of a leader in an organization is absolutely necessary to lead the course of the organization, including transactional leadership, transactional leadership styles can increase the effectiveness of individual performance in completing work, therefore transactional leadership styles will affect employee performance. In addition, an employee's organizational commitment is also a driving factor that can improve performance, because by having a strong commitment, employees are motivated to always give their best performance.

The work motivation of every employee is an energy force that can increase employee persistence and enthusiasm at work, of course with high persistence and enthusiasm it can make employee performance always increase. So it can be concluded that transactional leadership, organizational commitment and work motivation have a positive relationship to employee performance, from the description above, the authors will explain the relationship between variables as follows:

### 2.1 The Effect of Transactional Leadership on Work Motivation

According to [8] Transactional Leadership is a leader who guides or motivates followers or workers towards the goals set by clarifying the terms of the roles and duties of employees. Transactional leadership is a characteristic that underlies a person in relation to the effectiveness of individual performance in completing their work [3].

F.X.'s research results the motivation variable is able to mediate the leadership style influencing the lecturer's performance, which means that the leadership style influences the motivation to be able to improve the lecturer performance. And research by [9] states that leadership style affects employee performance through work motivation, with a leadership style that affects motivation will have an impact on employee performance.

Hypothesis 1. Transactional leadership has a positive effect on the work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency.

## **2.2 Effect of Organizational Commitment on Work Motivation**

According to [1] commitment is a strong and close feeling from a person towards the goals and values of an organization in relation to their role in achieving these goals and values. [5] in his research results Motivation and organizational commitment affect performance, organizational commitment and high work motivation can increase employee performance, and [6] in his research organizational commitment affects job satisfaction and employee performance, where when employees are satisfied they will be motivated to improve their performance.

Hypothesis 2. Organizational commitment has a positive effect on work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency.

## **2.3 The Effect of Transactional Leadership on Employee Performance**

In [10] research, transactional leadership has an effect on employee performance, and [11] states that transactional leadership affects student performance, where in both studies it can be proven that transactional leadership affects the performance of human resources.

Hypothesis 3. Transactional leadership has a positive effect on the Performance of Technical Implementation Unit (UPT) Employees in Kulon Progo Regency.

## **2.4 Effect of Organizational Commitment on Employee Performance**

According to [8] strengthening employee commitment in an organization can be done in two ways, namely reducing employee demands and increasing employee capabilities. [15] examined the analysis of the influence of organizational commitment on employee performance and the results show that organizational commitment has an effect on employee performance, also research conducted by [16] commitment and job satisfaction can affect employee performance, commitment to employees makes them motivated to improve their performance.

Hypothesis 4. Organizational commitment has a positive effect on Technical Implementation Unit (UPT) Employee Performance in Kulon Progo Regency.

## **2.5 The Influence of Motivation on Employee Performance**

According to [8] motivation is the desire to try as hard as possible to achieve organizational goals that are conditioned or determined by the ability of the business to meet an individual need. [14] the main factors causing performance problems include motivation. Factors that influence performance achievement according to [18] Motivation is defined as an attitude (attitude) of leaders and employees to work situations in the organizational environment. Those who have a positive attitude towards work situations will show high work motivation and vice versa if they are negative about work situations will show

low work motivation. [19] examines the effect of work motivation on performance with the results of research that motivation has a positive effect on performance, [12] also examines motivation on employee performance, the results show that motivation has an effect on employee performance.

Hypothesis 5. Work motivation has a positive effect on employee performance of the Technical Implementation Unit (UPT) in Kulon Progo Regency.

## **2.6 The Effect of Transactional Leadership on Employee Performance Through Motivation Variables**

Transactional leadership is a leadership where a leader encourages employees or subordinates to work by providing resources and rewards in return for motivation, productivity and effective task achievement [7]. [14] the main factors causing performance problems include motivation. [8] Transactional Leadership is a leader who guides or motivates followers or workers towards the goals set by clarifying the roles and duties of employees. [11] research results show that work motivation can mediate transactional leadership on performance, and [17] in their research results, transactional and transformational leadership styles affect work motivation and performance, it can be seen from these two studies work motivation employees are variables that are able to mediate the influence of leadership on performance.

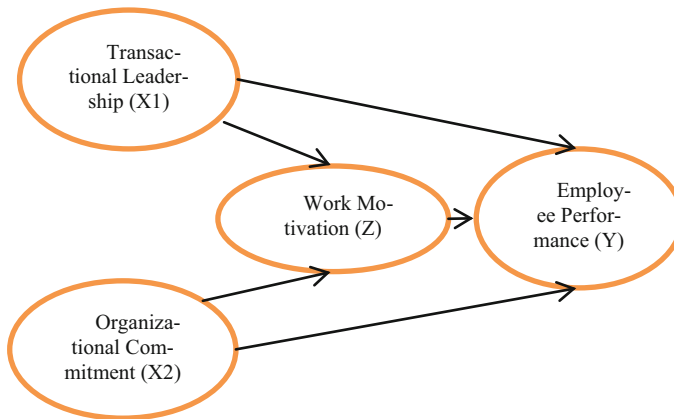
Hypothesis 6. Transactional leadership has a positive effect on performance mediated by the work motivation of the Technical Implementing Unit (UPT) employees in Kulon Progo Regency.

## **2.7 The Influence of Organizational Commitment on Employee Performance Through Motivation Variables**

[4] is a sense of identification, involvement, and loyalty expressed by an employee to his organization. [8] strengthens employee commitment in an organization in two ways, namely reducing employee demands and increasing employee capabilities. Organizational commitment is the level where an employee identifies himself with the company and its goals and objectives and is an attitude that reflects the feelings of like or dislike of an employee towards the company he works for and wishes to maintain his membership in the company, identification and involvement of someone who is relatively strong in the company and willing to strive for the achievement of organizational goals. [6] research results show that job satisfaction can motivate employees and become a variable that can moderate organizational commitment to employee performance, and [20] in his research states that motivation and organizational commitment can improve employee performance, in this study of course There is a positive influence between organizational commitment on employee motivation and performance.

Hypothesis 7. Organizational commitment has a positive effect on employee performance mediated by the work motivation of the Technical Implementation Unit (UPT) in Kulon Progo Regency.

Based on this description, Fig. 1 appears the research paradigm scheme as follows:



**Fig. 1.** Research Paradigm Scheme. Source: Theory from Albert Caruana (2002) and Theory from Dowling (2004)

### 3 Methodology

This study employed a mixed methodology approach with an explanatory sequential design consisting of a quantitative followed by a qualitative phase [57]. The object of research is the Technical Implementation Unit (UPT) in Kulon Progo Regency, Yogyakarta. While the independent variable is Transactional Leadership and Organizational Commitment, the dependent variable is Employee Performance and the mediating variable is Employee Work Motivation. The data sources are primary data and secondary data. Primary data means data obtained directly from the source, using an instrument or questionnaire containing a number of structured written questions to obtain information from respondents. The questionnaire can be in the form of open questions which include the identity of the respondent and closed questions with alternative answers so that the respondent only needs to choose one of the alternative answers [21]. Secondary data is a way of collecting data obtained from various library materials in the form of books, magazines, journals and other documents that are related to the study material. Secondary data were obtained using documentation and literature study.

The population in this study were 112 permanent employees of the State Civil Apparatus (ASN) at the Technical Implementation Unit (UPT) in Kulon Progo Regency. In this study, using a census method or saturated sampling, it means that the sampling technique is where all elements of the population are all examined. This is done because the population is relatively small. The data analysis technique uses quantitative analysis using SEM (Structural Equation Modeling) with the AMOS 22 program, according to Ghazali (2014).

## 4 Results and Discussion

### 4.1 Instrument and Data Quality Test

The instrument quality test was carried out to determine whether the research instrument met the valid and reliable criteria. In this study, there were 48 lists of statements

**Table 1.** Relationships between variables

			Estimate	S.E.	C.R.	P	Hypothesis
Work motivation	<--	Transactional Leadership	.472	.103	4.577	0,000	Positive Significance
Work motivation	<--	Organizational Commitment	.474	.101	4.679	0,000	Positive Significance
Performance	<--	Transactional Leadership	.162	.079	2.047	0,041	Positive Significance
Performance	<--	Organizational Commitment	.169	.080	2.111	0,035	Positive Significance
Performance	<--	Work motivation	.593	.107	5.556	0,000	Positif Significance

Source: Primary Data Processed, 2019

representing each variable with a total of 112 respondents using the AMOS version 22 application. The results obtained from testing the quality of the instrument with validity and CFA reliability with AMOS version 22 can be seen in Table 1. According to [28], data is said to be valid if the factor loading value is  $> 0.5$ . The results of the validity test show that all question indicators representing 4 variables are declared valid with a value  $> 0.5$ . [28] states that the test results are said to be reliable if they have a construct reliability value  $> 0.7$ . The results of this test indicate that the C.R value on each variable is greater than 0.7. Based on these results, it can be concluded that the entire research instrument is reliable so that it can be used in this study.

## 4.2 Hypothesis Test

Hypothesis testing is done to answer the questions in this study or to analyze the structural relationships of the model. Hypothesis data analysis can be seen from the standardized regression weight value which shows the coefficient of influence between variables in Table 1.

Based on Table 1, the relationship between variables can be explained.

### i. Hypothesis 1

The estimated parameter value of the standardized regression weight coefficient is 0.472 and the value of C.R is 4.577, this shows that the relationship between Transactional Leadership and Work Motivation is positive. Testing the relationship between the two variables shows a probability value of 0.000 ( $p < 0.05$ ), so it can be stated that there is a direct influence between Transactional Leadership and Work Motivation, meaning that the better Transactional Leadership will increase Work Motivation.

ii. Hypothesis 2

The estimated parameter value of the standardized regression weight coefficient is 0.474 and the value of C.R is 4.679, this shows that the relationship between Organizational Commitment and Work Motivation is positive. Testing the relationship between the two variables shows a probability value of 0.000 ( $p < 0.05$ ), so it can be stated that there is a direct influence between Organizational Commitment and Work Motivation, meaning that the better Organizational Commitment will increase Work Motivation.

iii. Hypothesis 3

The estimated parameter value of the standardized regression weight coefficient is 0.162 and the C.R value is 2.047, this shows that the relationship of Transactional Leadership with positive performance. Testing the relationship between the two variables shows a probability value of 0.041 ( $p < 0.05$ ), so it can be stated that there is a direct influence between Transactional Leadership and performance, meaning that the better Transactional Leadership will increase performance.

iv. Hypothesis 4

The estimated parameter value of the standardized regression weight coefficient is 0.169 and the C.R value is 2.111, this shows that the relationship between Organizational Commitment and performance is positive. Testing the relationship between the two variables shows a probability value of 0.035 ( $p < 0.05$ ), so it can be stated that there is a direct influence between Organizational Commitment and performance, meaning that the better Organizational Commitment will increase performance.

v. Hypothesis 5

The estimated parameter value of the standardized regression weight coefficient is 0.593 and the value of C.R is 5.556, this shows that the relationship between work motivation and performance is positive. Testing the relationship between the two variables shows a probability value of 0.000 ( $p < 0.05$ ), so it can be stated that there is a direct influence between work motivation and performance, meaning that the better work motivation will increase performance.

To see the mediation relationship between the independent variable and the dependent variable through the mediation variable, namely by comparing the value of the standardized direct effect with the standardized indirect effects. This means that if the value of standardized direct effects is smaller than the value of standardized direct effect, it can be said that the mediating variable has an indirect effect in the relationship between the two variables (Tables 2 and 3).

vi. Hypothesis 6



**Table 2.** 66 Standardized Direct Effects (Group number 1 - Default model)

	Organizational Commitment	Transactional Leadership	Work motivation	Performance
Work motivation	.478	.469	.000	.000
Performance	.183	.173	.640	.000

Source: Primary Data Processed, 2019.

**Table 3.** Standardized Indirect Effects (Group number 1 - Default model)

	Organizational Commitment	Transactional Leadership	Work motivation	Performance
Work motivation	.000	.000	.000	.000
Performance	.306	.300	.000	.000

Source: Primary Data Processed, 2019

The influence of Transactional Leadership on performance is mediated by Work Motivation by comparing the direct effect < indirect effect value, testing the relationship between the two variables shows a value of  $0.173 < 0.300$  this shows that Work Motivation mediates Transactional Leadership on positive performance. So it can be stated that there is an indirect influence between Transactional Leadership and performance, meaning that the higher the work motivation, the stronger the relationship between transactional leadership and the performance of the Technical Implementation Unit employees in Kulon Progo Regency.

#### vii. Hypothesis 7

The influence between Organizational Commitment on performance is mediated by Work Motivation by comparing the direct effect < indirect effect value, testing the relationship between the two variables shows a value of  $0.183 < 0.306$  this shows that Work Motivation mediates Organizational Commitment to positive performance. So it can be stated that there is an indirect influence between Organizational Commitment and performance, meaning that the higher the work motivation, the stronger the relationship between organizational commitment and the performance of the Technical Implementing Unit employees in Kulon Progo Regency.

### 4.3 The Influence of Transactional Leadership on Work Motivation in the Technical Implementation Unit in Kulon Progo Regency

Based on the results of testing the hypothesis above, it is evident that Transactional Leadership has a positive effect on employee work motivation. This research is supported by previous research conducted by [22] with the results of research that transformational and transactional leadership styles have an effect on employee performance, [26] with

research results that transactional leadership can affect motivation, [23] with research results. Positive and strong relationship between transactional leadership variables and work motivation. [11] transformational leadership and transactional leadership have an effect on motivation and performance.

#### **4.4 The Influence of Organizational Commitment on Work Motivation in the Technical Implementation Unit in Kulon Progo Regency**

Based on the results of testing the hypothesis above, it is evident that organizational commitment has a positive effect on employee motivation. This research is supported by previous research conducted by [29], the results of the study show that organizational commitment and work motivation affect employee performance, [6] results show organizational commitment affects performance through job satisfaction, [5] the results of the study show that work motivation and organizational commitment to employee performance are very significant. [20] the results of this study indicate that employee commitment has a positive and significant effect on job satisfaction for Bappeda employees in Nagekeo district.

#### **4.5 The Effect of Transactional Leadership on Performance in the Technical Implementation Unit in Kulon Progo Regency**

Based on the results of testing the hypothesis above, it is evident that Transactional Leadership has a positive effect on employee performance. This research is supported by previous research conducted by [24], the results show that transactional leadership has an effect on performance, [11] shows that transformational leadership and transactional leadership have an effect on motivation and performance, [10] shows that transactional and transformational leadership have an effect on the satisfaction and performance of lecturers, the results of the study show that transactional and transformational leadership have a significant effect on employee performance.

#### **4.6 The Effect of Organizational Commitment on Performance in the Technical Implementation Unit in Kulon Progo Regency**

Based on the results of testing the hypothesis above, it is evident that organizational commitment has a positive effect on employee performance. This research is supported by previous research conducted by [27], the results of this study show that employee commitment has an effect on organizational performance, [15] show that organizational commitment has an effect on performance, [16] shows that commitment and job satisfaction have a positive influence on employee performance, [20]. The results of this study indicate that employee commitment has a positive and significant effect on job satisfaction for Bappeda employees in Nagekeo district.

#### **4.7 The Effect of Work Motivation on Performance in the Technical Implementation Unit in Kulon Progo Regency**

Based on the results of testing the hypothesis above, it is evident that work motivation has a positive effect on employee performance. This research is supported by previous

research conducted by [30], the results of the study show that work motivation has an effect on performance, [19] shows that work motivation affects performance, [12] shows that motivation relatedness is the motivation The most dominant influence on employee performance is the motivation for existence and growth motivation, [25] work motivation has an effect on employee performance.

#### **4.8 The Effect of Transactional Leadership on Performance Mediated by Work Motivation in the Technical Implementation Unit in Kulon Progo Regency**

Based on the results of hypothesis testing above, it is evident that employee work motivation mediates the relationship between transactional leadership and employee performance. This research is also supported by previous research conducted by [22] with the results of research that transformational and transactional leadership have an effect on employee performance, [11] with the results of research on transformational leadership and transactional leadership that affect motivation and performance, [23] has a positive and strong relationship between transactional leadership variables and work motivation, [31] and the results of research on transformational leadership have a positive and significant effect on performance.

#### **4.9 The Effect of Organizational Commitment on Performance Mediated by Work Motivation in the Technical Implementation Unit in Kulon Progo Regency**

Based on the results of testing the hypothesis above, it is evident that employee work motivation mediates the relationship between organizational commitment and employee performance. This research is also supported by previous research conducted by [29] with the results of research on organizational commitment and employee motivation affecting employee performance, [32] with the results of research on ability and commitment have a positive and significant effect on employee motivation and performance and work motivation can be a mediating variable, [33] with the results of research that job satisfaction and organizational commitment have a positive effect on performance and work motivation can be a mediating variable.

## **5 Conclusions and Recommendations**

1. There is a positive influence of transactional leadership on work motivation of Technical Implementation Unit (UPT) employees in Kulon Progo Regency.
2. There is a positive effect of organizational commitment on work motivation of Technical Implementation Unit (UPT) employees in Kulon Progo Regency.
3. There is a positive effect of transactional leadership on the performance of Technical Implementation Unit (UPT) Employees in Kulon Progo Regency.
4. There is a positive effect of organizational commitment on the performance of Technical Implementation Unit (UPT) Employees in Kulon Progo Regency.
5. There is a positive influence of work motivation on the performance of Technical Implementation Unit (UPT) employees in Kulon Progo Regency.

6. Employee work motivation mediates the influence of transactional leadership on employee performance of Technical Implementation Unit (UPT) in Kulon Progo Regency.
7. Employee work motivation mediates the influence of transactional leadership on employee performance of Technical Implementation Unit (UPT) in Kulon Progo Regency.

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