The Influence of Leadership Behavior and Employee Commitment to Work Performance of Multi Nabati Sulawesi Corporation

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ABSTRACT

This study aims to analyze the influence of leadership behavior and employee commitment to work performance of employees in Maleo Unit Multi Nabati Sulawesi Corporation. The company faces the challenge of how to improve the work performance of employees. The method used in this research is quantitative research methods. The data collection techniques using a questionnaire distributed to 94 employees who work in the company. This study consist of three variable Leadership behavior is measured by the ability to motivate, direct, communicate, decision-making, and responsibility. Employee commitment is measured by acceptance of organizational objectives, loyalty, compliance with organizational rules, work engagement, and acceptance of organizational values. Work performance is measured by cooperation, creativity, time utilization, quality of work, and quantity of work. The data was analyzed using multiple regression analysis techniques. The results of the analysis are known that the value of 9.19 where is the value of $F_{test} > F_{tabel}$ or 9,190 > 3,097, with a significant rate of 0.00 which means less than 0.05 or 0.00 < 0.05. This means there is a simultaneous influence between leadership behavior and work commitment to the work performance of employees in Maleo unit Multi Nabati Sulawesi Corporation.

Keywords: Commitment, Job Performance, Leadership Behavior

JEL Classification Codes: M11, M12, M14

INTRODUCTION

Employee performance is very important in improving the company's performance. Previous research state the work performance has positive and significant effect on behavior of leader and employee commitment in Motorinda Perkasa Raya Corp (Jessica et al., 2019). Work performance is a work achieved by an employee in carrying out the tasks assigned to him based on his proficiency, experience and seriousness (Hasibuan, 2013). There are several factors that affect work performance, namely: education, skills, discipline, motivation, work engagement, commitment, environment and work climate (Ravianto, 2005). Employee performance can be improved because the role of a leader in a company which is support the going concern and the survival of company. One of the factors that affect employee performance is leadership behavior. Supportive leadership behavior is the extent to which the leader involves himself in communicating two directions, such as hearing, providing support and encouragement, facilitating interaction and engaging followers in decision making with his subordinates (Jessica et al., 2019). Research from (Zehir et al., 2013) conclude servant leadership behavior positively affects the work performance at private sectors in Turkey. Several experts argues leadership when supported by adequate organizational capacity will achieve good governance in organization while the lack of leadership will weaken the bureaucratic work performance in Indonesia (Meri & Anwar, 2013).

The authors explain that leadership and commitment also affects employee performance. (Bin Mohd Farid et al., 2020; Sinaga et al., 2021). Other studies explain

that there is a relationship between leadership and organizational commitment (Tumbelaka et al., 2006). According to (Kosasih, 2019) that the behavior of leaders and commitment of employees are simultaneously, positively and significantly affect the work performance of employees in the Village Health Center Aro Muara Bulian District. Commitment is defined as a situation where an employee favors a particular organization and its goals and intends to maintain membership in that organization (Robbins, 2003). Employee commitment is the level of willingness in settling and actively participating in the organization with the desire to maintain their membership in the organization, trust and acceptance of the values and objectives of the organization, as well as a willingness to work to the maximum for the benefit of the organization.

Multi Nabati Sulawesi Corporation Unit Maleo in Gorontalo Province Indonesia is the company that manufacture of coconut oil in east Indonesia. The company faces the challenge of how to improve the work performance of employees. This paper aims to analyze the influence of leadership behavior and work commitment to work performance.

Literature Review

Leadership Behavior
Leadership is a science that comprehensively examines how to direct, influence, and supervise others to perform tasks according to the planned command. This leadership science has been growing along with the dynamics of human life development. According to (Danim, 2012) leadership is any action taken by an individual or group that coordinates and gives direction to other individuals or groups that are incorporated in a particular container for the purposes that have been set before. According to (Tamnge et al., 2017), explained the theory of leadership behavior as follows:

1. Ohio Leadership Behavior Theory, where this behavioral theory seeks to identify the dimensions of leadership behavior. From the results of the study obtained two dimensions that essentially explain most leadership behaviors described by subordinates. Both dimensions are initiative structure and consideration.
2. Michigan Leadership Behavior Theory is two dimensions in Michigan leadership theory, namely Employee-oriented leadership, that the leadership emphasizes the interpersonal relationship of leaders personally interested in the needs of subordinates and accepts individual differences between members and Production-oriented leadership, that leadership tends to emphasize the technical aspects or tasks of the work.

The indicators of leadership behavior according to(Kartono, 2009) are:
 a. Able to make decisions
 b. Ability to motivate
 c. Communication skills
 d. Ability to control subordinates
 e. Able to be responsible
 f. Able to control emotional.
    Leadership behavior is leadership behavior in Maleo Unit, Multi Nabati Sulawesi Corporation where the role of the leader is very important for the company and employee members. It helps and facilitates the running of the company effectively and efficiently in achieving its objectives.

Employee Commitment
Commitment can be developed through the participation and involvement of employees because employees can play an active role in a company (Bhatti & Qureshi, 2007), stated that one of the main challenges in the organization is the implementation of effective employee strategies to improve the performance and accountability of the

organization. An employee's commitment is the sense of identification, loyalty, and engagement expressed by an employee to an organization or organizational unit (Gibson, et.al, 2006). According to Triatna (2015) employee commitment indicators are:

1. Strong desire remains as a member of the organization, where someone who has a high commitment will have a strong feeling to remain in the organization.
2. Strong desire to take action on behalf of the organization, that a strong desire in a person to act on behalf of the organization is one of the components expressed as a person who has a high commitment to the organization itself.
3. Acceptance of the values and objectives of the organization, a person has a high commitment if he accepts the values and objectives of the organization because he feels that he owns the organization.
4. High-low absence level, where the small level of absence becomes an element that will grow from individual commitment to the organization.

Commitment is something that can encourage employees in Maleo Unit, Multi Nabati Sulawesi Corp to work optimally in accordance to the expectation of the company. Employees who have a commitment can be more responsible for their work than employees who do not have a commitment.

Work Performance
Work performance is the result achieved or desired by everyone in working in quality and quantity. According to Edy (2016) work performance is as a level of proficiency of a person on tasks that include his work. The indicators of work performance according to Flippo in (Sunyoto, 2013) include:
1. Quality of work, where this indicator relates to punctuality, skills and personality in doing the job.
2. Work quality, related to the provision of additional tasks given by the superior to his subordinates.
3. Toughness, such as attendance rate, granting time off and schedule delays attending work.
4. Attitude, is an attitude that exists in employees that shows how far their attitude of responsibility towards fellow friends, with superiors and how far the level of cooperation in getting the job done.

In the study of (Kosasih, 2019) mentioned that there are four uses of work performance assessment, among others:
1. Improvement of work performance, feedback on the implementation of work allows employees, managers and personnel departments to correct their activities to improve performance.
2. Compensation adjustments, work performance evaluations assist decision makers in determining wage increases, bonuses and other forms of compensation.
3. Career planning and development, homework feedback directs career decisions, which is about a specific career path that must be researched.
4. Fair employment opportunities, accurate employment performance will ensure decisions and internal placements are taken without discrimination.

RESEARCH METHOD

The research method uses quantitative method that aims to know the relationship of leadership behavior and employee commitment to the work performance of employees in Maleo Unit, Multi Nabati Sulawesi Corporation. The data was collected using likert scale questionnaires on 94 employees. Leadership behavior is measured by the ability to motivate, direct, communicate, decision-making, and responsibility. Employee commitment is measured by acceptance of organizational objectives, loyalty, compliance with organizational rules, work engagement, and acceptance of organizational values.

Work performance is measured by cooperation, creativity, time utilization, quality of work, and quantity of work.

RESULTS AND DISCUSSION

Research Instrument Test
    1. Validity test

Table 1. Leadership Behavior Validity Test (X1)

Items	r_{test}	r_{tabel} = 0.2028 $\alpha = 0.05 : df = n-2$	Status
X1.1	0.502	0,2028	Valid
X1.2	0.406	0,2028	Valid
X1.3	0.577	0,2028	Valid
X1.4	0.722	0,2028	Valid
X1.5	0.647	0,2028	Valid
X1.6	0.527	0,2028	Valid
X1.7	0.301	0,2028	Valid
X1.8	0.350	0,2028	Valid
X1.9	0.380	0,2028	Valid
X1.10	0.395	0,2028	Valid

The results of the validity test on Leadership Conduct (X1) indicate that all statements are declared valid because the r-test > r-table.

Table 2. Employee Commitment Validity Test (X2)

Items	r_{test}	r_{tabel}= 0.2028 $\alpha = 0.05 : df = n-2$	Status
X2.1	0,491	0,2028	Valid
X2.2	0,480	0,2028	Valid
X2.3	0,605	0,2028	Valid
X2.4	0,666	0,2028	Valid
X2.5	0,739	0,2028	Valid
X2.6	0,547	0,2028	Valid
X2.7	0,264	0,2028	Valid
X2.8	0,247	0,2028	Valid
X2.9	0,270	0,2028	Valid
X2.10	0,309	0,2028	Valid

Based on table 2, shows that all questions are declared valid because r-test > r-table.

Table 3. Work Performance Validity Test (Y)

Items	r_{test}	r_{tabel}= 0.2028 α = 0.05 : df = n-2	Status
X1.1	0,521	0,2028	Valid
X1.2	0,497	0,2028	Valid
X1.3	0,608	0,2028	Valid
X1.4	0,630	0,2028	Valid
X1.5	0,678	0,2028	Valid
X1.6	0,537	0,2028	Valid
X1.7	0,217	0,2028	Valid
X1.8	0,312	0,2028	Valid
X1.9	0,299	0,2028	Valid
X1.10	0,277	0,2028	Valid

The results of the validity test against the work performance variable (Y) indicate that all statements are declared valid because r-test > r-table.

2. Reliability Test

if r_{alpha}> r_{tabel}then it is declared reliable.

if r_{alpha}< r_{tabel} then it is declared unreliable

According to Ghozali it is said to be valid if cronbach's alpha value > 0.60. So the reliability test would be consistent if cronbach's alpha value is more than 0.60.

- The Cronbach's Alpha value of the leadership behavior variable (X1) is 0.646.
- The Cronbach's Alpha value of the Employee Commitment variable (X2) is 0.626.
- The Cronbach's Alpha value for the work performance variable (Y) is 0.610.

3. Normality Test

In this study, researchers focused on residual normality test where the residual normality test is not done on the data but on the residual by using *One-Sample Kolmogorof Smirnov* with the criteria:

- If the value of Asymp Sig (2-tailed) > 0.05 then the data is normal.
- If the value of Asymp Sig (2-tailed) < 0.05 then the data not normal.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N.		94
Normal Parameters[a,b]	Mean	.0000000

		Std. Deviation	1.93826776
Most Differences	Extreme	Absolute	.079
		Positive	.047
		Negative	-.079
Test Statistic			.079
Asymp. Sig. (2-tailed)			.192[c]
Monte Carlo Sig. (2-tailed)	Sig.		.584[d]
	99% Confidence Interval	Lower Bound	.571
		Upper Bound	.596

A.. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 624387341.

Based on table 4 above the results of the one-sample statistical test *Kolmogorov Smirnov* showed that the Asymp Sig value of the entire number of variables residual value is 0.596.

4. Linearity Test

The basis of decision making in linearity test has the following criteria:

☐ If the Sig Deviation from Linearity value > 0.05, then the independent variable relationship to the dependent variable has a linear relationship.

☐ If the Sig Deviation from Linearity value < 0.05, then the relationship between independent variables to dependent variables has no linear relationship.

Leadership Behavior Towards Work Performance:

Table 5. X1 and Y Linearity Test

ANOVA Table			Sum of Squares	Df	Mean Square	F.	Sig.
Employee work performance Leadership behavior	Between Groups	(Combined)	79.260	10	7.926	1.931	.052
		Linearity	53.265	1	53.265	12.976	.001
		Deviation from Linearity	25.996	9	2.888	.704	.704
	Within Groups		340.697	83	4.105		
	Total		419.957	93			

The linearity test results in table 5 show that the line in the work performance (Y) and leadership behavior (X1) variables precisely at deviation from linearity is 0.704 and the probability value of 0.704 means that variables Y and X1 have a linear relationship because it is more than 0.05.

Employee Commitment to Work Performance:

Table 6. X2 and Y Linearity Test

ANOVA TABLE						
EMPLOYEE WORK PERFORMANCE * EMPLOYEE COMMITMENT		Sum of Squares	Df	Mean Square	F.	Sig.
EMPLOYEE WORK PERFORMANCE * EMPLOYEE COMMITMENT	Between Groups	(Combined) 74.981	10	7.498	1.804	.072
		Linearity 25.381	1	25.381	6.107	.016
		Deviation from Linearity 49.600	9	5.511	1.326	.236
	Within Groups	344.976	83	4.156		
		419.957	93			

Based on table 6 linearity test results show that the line on the variable work performance (Y) and employee commitment (X2) at deviation from linearity is 1,326 and the probability is 0.236. Thus, the employee commitment variable (X2) has a linear influence on work performance (Y) because the deviation from linearity value is more than 0.05.

5. Multiple Regression Analysis and Hypothesis Testing
a. Statistical T Test (Partial)

The statistical test t basically shows how far one independent variable affects individually in describing variations in dependent variables (Ghozali, 2018). The t test is used to test whether partially a free variable has a significant influence on a bound variable by looking at the significant value of each variable with a significant level of 0.05

Table 7. Statistical T Test

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
type		B	Std. Error	Beta	T.	Sig.
1	(Constant)	18.079	5.929		3.049	.003

LEADERSHIP BEHAVIOR (LB)	.357	.104	.331	3.431	.001
EMPLOYEE COMMITMENT (EC)	.219	.103	.205	2.123	.036
a. Dependent Variable: work performance					

From the table above can be measured by a model of multiple linear regression equations as follows:

$$Y = a + b1\ X_1 + b2\ X_2$$

$$Y = 18.079 + 0.357\ LB + 0{,}219\ EC$$

This means:

1. The Constanta of 18,079. Gives meaning if the there is no change in X_1 dan X_2 then the employee's work performance (Y) at Maleo unit Multi Nabati Sulawesi Corporation is 18,079.
2.   Regression coefficient value of of leadership behavior (X_1) 0.357. This means that if the leadership behavior variable increased by 1% and assuming the employee commitment variables is constant, then the work performance (Y) on Maleo unit Multi Nabati Sulawesi Corporation increased by 35.7%. This indicates that leadership behavior positively contributes on work performance (Y).
3. The regression coefficient on the employee commitment variable (X_2) is 0.219. This means that if the employee commitment variable increased by 1% and assuming the leadership variable is constant, then work performance (Y) on Maleo unit Multi Nabati Sulawesi Corporation increased by 21.9%. Thus, this indicates that the employee commitment positively contributes on work performance (Y).

b. Statistical F Test (Simultaneous)

F-tests are usually performed to show whether there is simultaneous influence of independent variables on dependent variable. If an independent variable has simultaneous influence over a dependent variable, then this is done by comparing significant values of F_{test} and F_{tabel}. Where if the value $F_{test} > F_{tabel}$, means that the regression model is correct or there is simultaneous influence between variables. Thus in this study can be seen in the value of F_{tabel} (Df1= k-1); (Df2 = n-k) ; (Df1 = 3-1) ; (Df2 = 94-3), **= 2 ; 91 = 3.097** with a significant rate of 5%.

Table 8. F Statistical Test

ANOVA[a]					
type	Sum of Squares	Df	Mean Square	F.	Sig.
1 Regression	70.567	2	35.284	9.190	.000[b]
Residual	349.390	91	3.839		
Total	419.957	93			
a. Dependent Variable: work performance					
b. Predictors: (Constant), employee commitment, leadership behavior					

Based on the table, the results of the analysis are known that the value of 9.19 where is the value of $F_{test} > F_{tabel}$ or 9,190 > 3,097, with a significant rate of 0.00 which means less than 0.05 or 0.00 < 0.05. This means there is a simultaneous influence between leadership behavior and employee commitment to the work performance of employees in Maleo unit Multi Nabati Sulawesi Corporation.

c. Determinant Test (R^2)

Coefficient of determinants (R^2) basically done to measure how far the model's ability to bound variables. Value in coefficient of determination that is between 0 and 1 or $0 \leq R^2 \geq 1$. On one hand the greater **R^2** or closer to 1, this means the influence of independent variables (leadership behavior and employee commitment) is great towards dependent variable (work performance), but on the other hand the smaller **R^2** or closer to 0, this means the influence of independent variables leadership behavior and employee commitment) is small towards dependent variable (work performance).

Table 9. Determinant Test (R^2)

Model Summary[b]					
type	R.	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.410[a]	.168	.150	1.959	1.456
A. Predictors: (constant), employee commitment, leadership behavior					
B. Dependent variable: work performance					

The table showed **R^2** value is 0.150. this means 15% of employee performance is influenced by leadership behavior and employee commitment. 85% Furthermore Adjust R Square of 15% shows that work performance is determined by leadership behavior and employee commitment. While 85% is influenced by other factors outside the model.

CONCLUSIONS

This study concluded that partially and simultaneously the leadership behavior and commitment of employees have a positive and significant influence on employee performance at Maleo unit Multi Nabati Sulawesi Corporation. This research still limited to one company so will be a further comparison with other company with different analytical methods.

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