



INFLUENCE OF LEADERSHIP AND EMPLOYEE COMMITMENT TO JOB PERFORMANCE OF MOTIVATION AS AN INTERVENING VARIABLE IMMIGRATION OFFICE CLASS 1IN SOUTH JAKARTA

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Abstract

This study aims to determine the effect of leadership and employee commitment to performance excellence through the motivation of employees at the Office of Immigration Class 1 South Jakarta.

The study used a sample of 61 employees with sampling random sampling techniques and analysis of research using path analysis.

The results showed that there was influence employee commitment to the job performance through motivation is $0.994 \times 0.699 = 0.695$. While the influence of employee commitment to the job performance is 0.722. In this case it is known that directly influence employees' commitment to greater job performance when compared to the indirect influence through motivation, namely $0.722 > 0.695$, so it can be said that the motivation not as an intervening variable.

Keyword: leadership, employee commitment, motivation and job performance

Introduction

The development of the information indefinitely and technological advances led to more rapidly changing environment. Organizations that want to survive must have an advantage that can be differentiated from other organizations. These advantages will lead to a competency-based organization. Human resources are the key advantage that is hard to duplicate other organizations. Human resources have become a key player in the overall management function. Each organization will always strive to improve the job performance, with expectations of what the organization's goals will be achieved.

Therefore, the organization encourages employees to be able to perform and able to create conditions conducive so that employees will not experience boredom, boredom, and lazy work resulting in engorgement of morale. Job performance is one way for internal and external parties to assess the organization's overall organizational performance (Rivai, 2008: 309). Performance is a function of ability and motivation (Robbins, 2001: 173). Factors that affect the job performance, among other things: motivation, job satisfaction, stress levels, physical working conditions, compensation system, job design, commitment to the organization and aspects of economic, technical and behavioral other (Handoko, 2003: 193),

Organizational change either planned or unplanned, the most important aspect is the change in the individual. Changes to these people are not easy but must go through the process. As an exemplary leader in the organization, so the change should start from the top level (the leader). A leader in maintaining continuity of operations should pay attention to the organization and trying to influence and encourage their employees. Without leadership or guidance, the relationship between individual goals and objectives of the organization frays (weak) because an individual work only to achieve personal goals while moving the organization toward a common goal. Therefore, leadership is indispensable if the organization wants to achieve its objectives.

The definition of leadership as varied as people are trying to define the concept of leadership. Leadership is sometimes understood as the power to move and influence people. Leadership broadly covers the process of



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influence in determining the organizational objectives, motivate followers to achieve the objective behavior, influence to improve the group and its culture (Rivai, 2008: 2).

According to Stoner, Freeman, and Gilbert (1995) leadership is in the process of directing and influencing members in a variety of activities to do (Sule and Saifullah, 2006: 255). Furthermore, Griffin (2013) divides leadership into two concepts, namely as a process and as an attribute. As a process, the leadership is focused on what is done by the leader. The terms of attributes, leadership is a collection of characteristics that should be possessed by a leader.

The linkage of employees against the organization he works known as the organizational commitment. As a general definition, Luthans define organizational commitment as an attitude that shows employee loyalty and a sustainable process of how an organization's members express their concern to the success and the good organization (Setiadi, 2004: 50). According to Gibson (1996: 20) of one's commitment involves three attitudes, namely identification with organizational objectives, the feeling of involvement in the tasks of the organization, and a sense of loyalty to the organization. This shows the lack of commitment of the member organizations can reduce the effectiveness of the organization and decreasing productivity. Employees who are committed will provide good work and loyalty to the organization.

Motif or in a foreign language called motive is something like the need or desire to encourage or influence someone to do motion (Pamudji, 2003). Motivation means that may encourage or be the cause of the person committing the act or activity, which takes place consciously (Nawawi, 2003). Motivation is an important consideration for the leader as the motivation together capabilities and environmental factors affect individual performance (Griffin, 2013).

Based on an initial interview obtained from employees of Class 1 Immigration Office in South Jakarta, the existing leadership in the organization is good enough. Of the facts to say that the leadership has done its part with good views of leaders who often communicate with subordinates, provide guidance to subordinates, give advice or suggestions to subordinates, motivate and mobilize employees on the job, in addition to the leaders also accepted the ideas and creative ideas from subordinates.

Employee Class 1 Immigration Office South Jakarta also receive remuneration in accordance with the achievement of (group) respectively, for the bonus, receive health insurance, the chance of promotion, and get a reward for employees who have high performance. Various actions are carried out in an effort to increase the motivation of employees. Special Class 1 Immigration Office in South Jakarta has also been taking strategic steps to improve job performance, including increased employee commitment to the organization by disseminating regulations that apply to all employees, and provide disciplinary sanctions for employees who violate the rules. In this case, the employee in Class 1 Immigration Office in South Jakarta is still in need for an organization with good leadership, high employee commitment and have a great motivation to work, should be able to improve the job performance. The condition is different from the conditions that existed at the Class 1 Immigration Office in South Jakarta.

Literature Review

Leadership

The concept comes from the leader of a foreign word "leader" and the leadership of "leadership". So in the opinion leadership, Pamudji (2003: 6) are:

- The nuance leadership leads to the ability of individuals, ie the ability of a leader;
- Leadership is the quality of the relationship or interaction between leaders and followers in certain situations, so leadership emphasizes the influence of the followers (of authority);
- Leadership is based on sources in him (ability) to achieve goals;
- Leadership is directed to realize the desire of leaders, although ultimately leads to organizational goals.

The leader is one of the essences of management, basic resources and a central point of every activity that happens within an organization. How creativity and dynamics a leader in performing his leadership authority will



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determine whether the organization's goals can be achieved or not. A dynamic leader and the organization he leads creative will also be more dynamic and activities that will be done will be more and more, so Hasibuan (2004: 43), declared the leader of a person with leadership authority directing subordinates to work in part of its work to achieve goals.

Basically, the success of a leader depends on its ability to influence others. Thoha (2008: 75), states that leadership is a process for influencing the activities of a person or group in an attempt to achieve the objectives in certain situations, this understanding needs to be quoted because this formulation did not mention that leadership should be linked by a particular organization.

Generally, there are three approaches or styles of leadership, namely: (1) leadership approach by its nature, (2) leadership approaches based on behavioral theory, (3) leadership by the contingency theory (contingency model). The approach is based on assessing the nature of the temperament and abilities that mark the characteristics of a successful leader and unsuccessful. The approach is based on the behavior of focusing on the actions taken in implementing the leader in managerial jobs. Furthermore, the contingency approach examines the correspondence between the behavior of leaders with situational characteristics, especially the level of maturity of subordinates. Furthermore, according to Mar'af (2000: 218), suggests that there are four indicators of leadership that are focused on the process, influence person Another, behavior and achieve goals.

Based on the above definition, it can be concluded that leadership is the leader's ability to influence others in working together to achieve a predetermined goal. So leadership is the most obvious aspect of management activities, which indicate focus on the process, influencing others, behavior and achieve goals.

Commitment

Commitment is an important behavioral indicator that can be used to assess the tendency of employees to remain a member of the organization. Commitment is the identification and engagement of a person who is relatively strong against the organization. Sopiah (2008: 155), suggests a commitment of member organizations is the desire to maintain membership in the organization and are willing to strive for the achievement of organizational goals.

Luthans (2006: 28), giving a sense of commitment to the organization as follows:

- a. Pain has the organization,
- b. Discipline for seeking the interest of the organization,
- c. Hard work in earnest for the sake of the organization,
- d. Working closely with the environment and the outside environment of the organization.

Definition of employee commitment by Steers in Kuncoro (2011: 54), is a sense of identification, engagement, and loyalty expressed by an employee of the organization. Employee commitment is a condition where an employee is very interested in the goals, values, and goals of the organization. Commitment to the organization means more than just formal membership because it includes organizations like attitude and a willingness to seek a high level of effort for the benefit of the organization for the attainment of the goal.

So the factors that influence employee commitment, there are four factors: personal factors, characteristics of the position, the characteristics of the structure and work experience, so that the presence of these factors then employees are committed to the job and the organization where they work.

Based on the expert opinion of the above can be concluded that employee commitment is the extent to which an employee identifies with the organization and its objectives and is one attitude that reflects the feeling of like or dislike of an employee of the organization for which he works as well as the desire to maintain membership in the organization, because of the commitment of employees is an important behavioral dimensions that can be used to assess the tendency of employees, identification and engagement of a person who is relatively strong against the organization and is willing to strive for the achievement of organizational goals. Employee commitment is based on the sense of organization, discipline in the organization, hard work for the sake of the organization.



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Motivation

Motivation question how to encourage the morale of subordinates, so that they would work hard to provide all the capabilities and skills to realize the goals of the organization, according to Sutrisno (2009: 116), suggests that the motives are often implemented with impulse thrust is the soul and body movement to do so the motif is a driving force that drives people to behave and act it has a specific purpose.

Manullang (2005: 107), explains that the motivation is power stimulants or impetus, stimulating encouraging employees to want to work with have been absolutely loyal differed from one employee to another employee.

Sutrisno (2009: 115), suggests that motivation is a factor that encourages a person to perform a certain activity, and therefore the motivation is often interpreted also as a factor driving behavior. Any activity is undertaken by a person definitely has something of the factors that encourage such activity. Therefore, the driving factors of a person to do a particular activity, in general, are the person's needs and desires.

From the above definition, it can be concluded that motivation is the interaction of a person with a particular situation faced because of their motives, expectations, loyalty in order to obtain an adequate incentive. In man, there is a "need" or "wants" to the object outside himself that connects between the needs of the situation outside the object in order to meet their needs.

Job Performance

Sutrisno (2009: 165), suggests that job performance is as a result of work has been accomplished person from his behavior in carrying out work activities. Soeprihanto (2000: 22), suggests that the standard setting work performance has basically required some aspects, such as the distribution of work, research and standard setting good time to work with machines or without an engine. From the combination and analysis of these aspects of the standard obtained performance.

Job performance by Riduwan (2007: 66-67), suggests the measurement of work performance there are five indicators: quality of work, the quantity of work, consistency employee, employee attitudes and responsibilities. Furthermore, Byars and Rul in Sutrisno (2009: 164) means that achievement as a person proficiency levels on the tasks that include the job. The definition shows the weight of the ability of individuals in conformity with the provisions contained in the job. While performance is the result of the efforts of a person who is determined by the ability of private characteristics and perceptions of its role in the work.

Based on the opinions mentioned above, it can be concluded that the performance is as a result of work has been accomplished person from his behavior in carrying out work activities. Information about a person's high and low performance of employees cannot be obtained for granted, but obtained through a long process, namely, through the quality of work, quantity of work and consistency employees are employee attitudes and responsibilities of the employee performance appraisal process is also referred to as performance appraisal.

Research Methods

Research Design

The study design was used as a research design guideline in conducting the research process. The study design will be useful for all parties involved in the research process because the steps in conducting research refer to research designs that have been created.

The method used in this research is the analysis of pathways for researchers wanted to determine whether there is an influence of leadership, employee commitment, and motivation on the performance of employees in Class 1 Immigration Office in South Jakarta.

In this study, path analysis is used to determine a causal link, with the aim of explaining the direct result and indirect result of a set of variables, as a cause variable to another variable that is variable as a result.

Relationships as described above can be written in the model equations as follows:



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1. Model 1
The partial relationship between X1 (leadership) to variable Y (job performance), formulated with:
 $Y = f(X1)$
2. Model 2
Partial an association between X2 (employee commitment) to variable Y (job performance), formulated with:
 $Y = f(X2)$
3. Model 3
The partial relationship between X3 (motivation) to variable Y (job performance), formulated with:
 $Y = f(X3)$
4. Model 4
Simultaneous relationships between variables X1 (leadership), X2 (employee commitment) and X3 (motivation) to variable Y (job performance), formulated with: $Y = f(X1 X2 X3)$
5. Model 5
Partial relationship between X1 (leadership) to variable Y (job performance) via X3 (motivation), formulated with: $Y = f(X1)(X3)$
6. Model 6
The partial relationship between X2 (employee commitment) to variable Y (job performance) via X3 (motivation), formulated with: $Y = f(X2)(X3)$

Population and Sample

Population

In general, the population is meant parts of generalization which consist of object/subject that has certain qualities and characteristics, Sugiyono (2009: 115). The population in this study were employees of Class 1 Immigration Office in South Jakarta on landings and entry section with the number of employees as many as 158 people.

Samples

According to Sugiyono (2009: 116), the sample is generally the portion of the number and characteristics possessed by this population. When a large population and a writer impossible to learn all there is in the population due to limited funds, manpower and time, the author can use a sample drawn from that population. What is learned from the sample, the conclusion will be applied to the population. For that samples taken from the population to be truly representative. In this study, determination of the number of samples taken came from 61 employees at the Immigration Office Class 1 South Jakarta Section.

Types and Sources of Data

Source of data the researchers used in research on the influence of leadership, employee commitment and motivation on the performance of employees in Class 1 Immigration Office in South Jakarta is the primary and secondary data.

Data Processing Techniques

Validity and Reliability

To obtain good results it is necessary to study the data backed up good results. As for whether or not the data is dependent on the data collection instruments. Good data instrument must meet two important conditions that are valid and reliable so it is necessary to test the validity and reliability. Furthermore, after the validity and reliability of the data obtained from the original transformed ordinal scale is converted into an interval scale. To then test the feasibility of the model generated with the assumption "BLUE".

Results and Discussion

Validity and Reliability

Validity testing is done to test whether each item statement has represented the indicators that will be investigated. The validity of these measurements can be seen in SPSS Version 20. Validity test is done by looking at the correlation between the scores of each item questions with a total score. According to Sugiyono (2009), is usually



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the minimum requirement to be considered valid is $r = 0,30$, so if the correlation (r) the instrument is less than 0,30 then declared invalid.

From the calculation of the correlation coefficient score of each item on the statement items leadership variables of 61 respondents to the number of representations of each variable by 15 statement.

a. Validity Test of Variables of Leadership

From the calculation of the correlation coefficient score of each item statement leadership variables of 61 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

Table 1. Variable Validity Test of Leadership

Statement	r-count	r-critical	Conclusion
1	0.413	0.30	valid
2	0.394	0.30	valid
3	0.483	0.30	valid
4	0.384	0.30	valid
5	0.441	0.30	valid
6	0.443	0.30	valid
7	0.490	0.30	valid
8	0.484	0.30	valid
9	0.465	0.30	valid
10	0.579	0.30	valid
11	0,496	0.30	valid
12	0.549	0.30	valid
13	0.488	0.30	valid
14	0.536	0.30	valid
15	0.438	0.30	valid

Based on Table 1, it can be seen that the entire value of the 15-point statement on the outcome of leadership variable valid.

b. Validity Variable Employee Commitment

From the calculation of the correlation coefficient score of each item statement of commitment variable employee of 61 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

Table 2. Validity Variable Employee Commitment

Statement	r-count	r-critical	Conclusion
1	0.503	0.30	valid
2	0.485	0.30	valid
3	0.471	0.30	valid
4	0,407	0.30	valid
5	0.515	0.30	valid
6	0.454	0.30	valid
7	0.477	0.30	valid
8	0.453	0.30	valid
9	0.371	0.30	valid



Statement	r-count	r-critical	Conclusion
10	0.380	0.30	valid
11	0.359	0.30	valid
12	0.453	0.30	valid
13	0,363	0.30	valid
14	0,568	0.30	valid
15	0.476	0.30	valid

Based on Table 2, it can be seen that the entire value of the 15-point statement on employee commitment variable results is valid.

c. Validity Test Variables Motivation

From the calculation of the correlation coefficient score of each item statement motivation variable of 61 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

Table 3. Variable Motivation Test Validity

Statement	r-count	r-critical	Conclusion
1	0,509	0.30	valid
2	0.477	0.30	valid
3	0,478	0.30	valid
4	0.442	0.30	valid
5	0.484	0.30	valid
6	0,455	0.30	valid
7	0.441	0.30	valid
8	0.468	0.30	valid
9	0.378	0.30	valid
10	0.408	0.30	valid
11	0.330	0.30	valid
12	0.433	0.30	valid
13	0.362	0.30	valid
14	0.586	0.30	valid
15	0.469	0.30	valid

Based on Table 3, it can be seen that the entire value of the 15-point statement on employee commitment variable results is valid.

d. Validity Variable Job Performance

From the calculation of the correlation coefficient score of each item statement from the job performance variables 61 respondents with a number of statements of 15 statements with a total score of each respondent obtained results in the following table:

Table 4. Test Validity Variable Job Performance

Statement	r-count	r-critical	Conclusion
1	0.451	0.30	valid
2	0.525	0.30	valid
3	0.528	0.30	valid
4	0.408	0.30	valid



Statement	r-count	r-critical	Conclusion
5	0.494	0.30	valid
6	0.439	0.30	valid
7	0.548	0.30	valid
8	0.431	0.30	valid
9	0.441	0.30	valid
10	0.490	0.30	valid
11	0.514	0.30	valid
12	0.471	0.30	valid
13	0.465	0.30	valid
14	0.436	0.30	valid
15	0.514	0.30	valid

Based on Table 4, it can be seen that the entire value of the 15-point statement on the out come of job performance variables valid.

Furthermore, the reliability test performed to determine the extent of reliable and consistent measurement. While the reliability test on the occasion of this research is done by using the Cronbach Alpha formula. This formula is the value of reliability with the search procedure does not require splitting items into two groups, then the measurement results with Cronbach Alpha formula will be compared with a standard value of reliability with an error (5%) it is based on the opinion of Nunnaly (2005). It is known that if all variables have alpha above 0.60 means that all variables can be relied upon. Here is a reliability test of each variable research undertaken.

Based on the results of data processing using SPSS version 20 o'clock the instrument reliability test results obtained as follows:

Table 5. Results of Test Reliability

Variables	Coefficient (α)	Information
Leadership	0.747	Reliable
Employee commitment	0.714	Reliable
Motivation	0.714	Reliable
Job Performance	0.757	Reliable

Based on the value of reliability Cronbach Alpha appears that all the statements that there was formed a reliable measure that leadership, employee commitment, and motivation and job performance have a reliable measure of each variable.

Hypothesis Testing

1. Effect of Leadership on Job Performance Partial

Partially leadership resulted in a strong positive influence and significant impact on job performance, it can be shown through the table below.

Table 6. Correlation Leadership on Job Performance Partially

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,808a	,653	,564	3.21380

- a. Predictors: (Constant), Leadership
- b. Dependent Variable: Job Performance



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From table 6, known R_{X1Y} was 0.808 and R Square is 0.653. While the coefficient of residue $X1Y \beta = \sqrt{1 - 0,653} = \sqrt{0,347} = 0.589$.

The relatively strong influence directly incurred significantly. The individual test where t is generated is greater than the probability t sig or $10.538 > 0.000 (\alpha < 0.000)$ predicted that this relationship turns positive. This can be seen in the table below.

Table 7. Significance Leadership on Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.442	4.558		2,730	,008
Leadership	,790	,075	,808	10.538	,000

a. Dependent Variable: Job Performance

Structural equation can be partially explained as follows: $Y = \beta X1 + \epsilon 2$ or $Y = 0,880X1 + 0,589\epsilon 2$. For more details see the following picture:

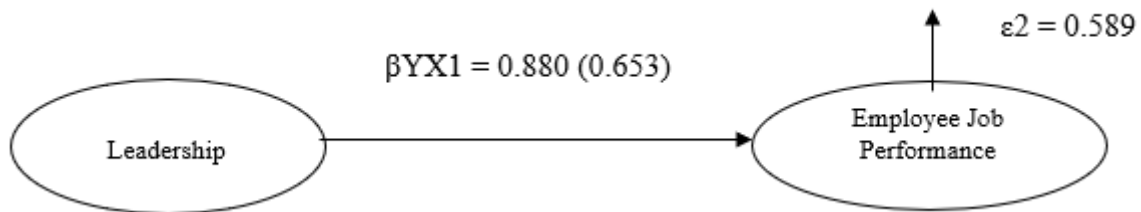


Figure 1. Causal Relationship Empirical Line X_1 to Y

2. Influence of Employee Commitment on Job Performance Partial

Partially employee commitment generates a strong positive influence and significant impact on job performance, it can be shown through the table below.

Table 8. Correlation Employee Commitment to Job Performance Partially

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,722a	,522	,513	3.77397

a. Predictors: (Constant), Employee Commitment

b. Dependent Variable: Job Performance

From the table above are known R_{X2Y} R Square is 0.722 and 0.522. While the coefficient of residue $X2Y \beta = \sqrt{1 - 0,522} = \sqrt{0,478} = 0.692$.

The relatively strong influence directly incurred significantly. The individual test where t is generated is greater than the probability t sig or $8.019 > 0.000 (\alpha < 0.000)$ predicted that this relationship turns positive. This can be seen in the table below.



Table 9. Significance Employee Commitment to Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	14.903	5.679		2,624	.011
Employee Commitment	,738	,092	,722	8.019	,000

a. Dependent Variable: Job Performance

Structural equation can be partially explained as follows: $Y = \beta X_2 + \epsilon_2$ or $Y = 0,722X_2 + 0,692\epsilon_2$. For more details see the following picture:

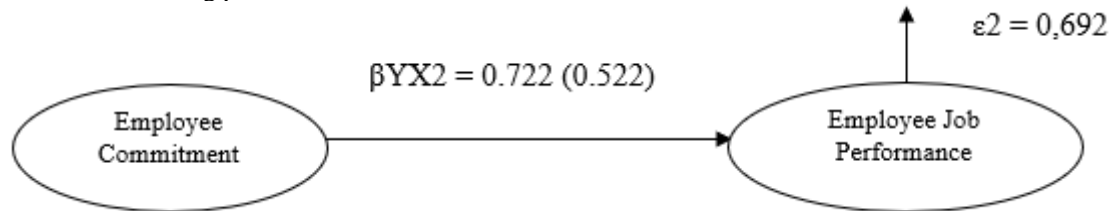


Figure 2. Causal Relationship Empirical Line X₂ to Y

3. Effect of Motivation on Job Performance Partial

Partially motivation to generate strong positive influence and significant impact on job performance, it can be shown through the table below.

Table 10. Correlation Motivation on Job Performance Partially

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,699a	,489	,480	3.90083

a. Predictors: (Constant), Motivation
b. Dependent Variable: Job Performance

From the table above are known RX₃Y R Square is 0.699 and 0.489. While the coefficient of residue X₃Y $\beta = \sqrt{1 - 0,489} = \sqrt{0,511} = 0.715$.

The relatively strong influence directly incurred significantly. The individual test where t is generated is greater than the probability t sig or $7.51 > 0.000$ ($\alpha < 0.000$) predicted that this relationship turns positive. This can be seen in the table below.

Table 11. Significance Employee Commitment to Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	15.687	5.958		2.633	.011
Motivation	,725	,096	,699	7.511	,000

a. Dependent Variable: Job Performance

Structural equation can be partially explained as follows: $Y = \beta X_3 + \epsilon_2$ or $Y = 0,699X_3 + 0,715\epsilon_2$. For more details see the following picture:



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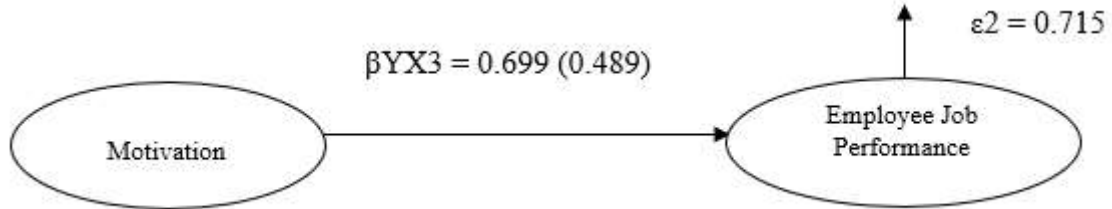


Figure 3. Causal Relationship Empirical Line X₃ to Y

4. Influence Leadership, Employee Commitment and Motivation on Job performance Simultaneously
Simultaneously leadership, employee commitment and motivation to produce a strong positive influence and significant impact on job performance, it can be shown through the table below.

Table 12. Correlation Leadership, Employee Commitment And Motivation On Job Performance Simultaneously

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 819a	, 671	, 654	3.18409

- a. Predictors: (Constant), Motivation, Employee Commitment, and Leadership
- b. Dependent Variable: Job Performance

From the table above are known RX₁X₂X₃Y R Square is 0.819 and 0.671. While the coefficient of residue X₁,X₂,X₃,Y $\beta = \sqrt{1 - 0,671} = \sqrt{0,329} = 0.574$.

The relatively strong influence directly incurred significantly. The individual test where the resulting F count larger than F probability sig or 38.743 > 0.000 ($\alpha < 0.000$) predicted that this relationship turns positive. This can be seen in the table below.

Table 13. The significance of Leadership, Employee Commitment and Motivation on Job Performance

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	1178.374	3	392.791	38.743	, 000a
Residual	577.889	57	10.138		
Total	1756.262	60			

- a. Predictors: (Constant), Motivation, Employee Commitment, and Leadership
- b. Dependent Variable: Job Performance

Simultaneous structural equations can be described as follows: $Y = \beta X_1X_2X_3 + \epsilon_2$ or $Y = 0,819X_1X_2X_3 + 0,574\epsilon_2$. For more details see the following picture:



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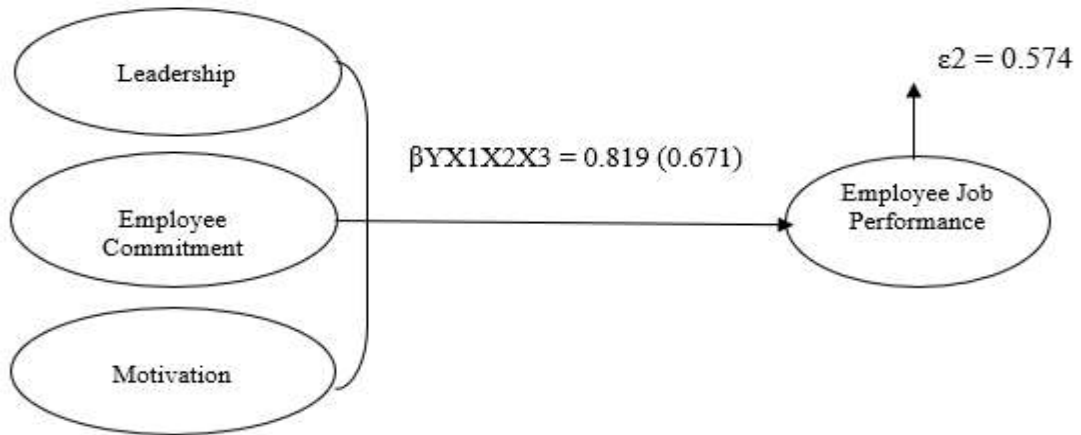


Figure 4. Empirical Causal Relationship Line X1X2X3 to Y

5. Leadership Influence on Job Performance Through Motivation Partial

Partially leadership resulted in strong positive influence and significant impact on job performance through motivation, it can be shown through the table below.

Table 14. Correlation Leadership on Job Performance through Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,761a	,579	,572	3.41724

a. Predictors: (Constant), Leadership

From the table above is known R_{X1X3} was 0.761 and R Square is 0,579. While the coefficient of residue $\beta_{X1,X3} = \sqrt{1 - 0,579} = \sqrt{0,421} = 0.649$.

The relatively strong influence occurs indirectly significantly. The individual test where t is generated is greater than the probability sig t or $9,001 > 0,000$ ($\alpha < 0.000$) predicted that this relationship turns positive. This can be seen in the table below.

Table 15. Significance Leadership on Job Performance through Motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	18.091	4.847		3,733	,000
Leadership	,717	,080	,761	9,001	,000

a. Dependent Variable: Motivation

Based on previous data is known that leadership influence on the performance of employees is 0.808. As for the influence of leadership on the performance of employees through motivation is $0.761 \times 0.699 = 0.532$. In this case it is known that the direct effect of leadership on the performance of employees is greater than the indirect effect through motivation, namely $0.808 > 0.532$, so it can be said that the motivation variable not as an intervening variable. For more details see the following picture:

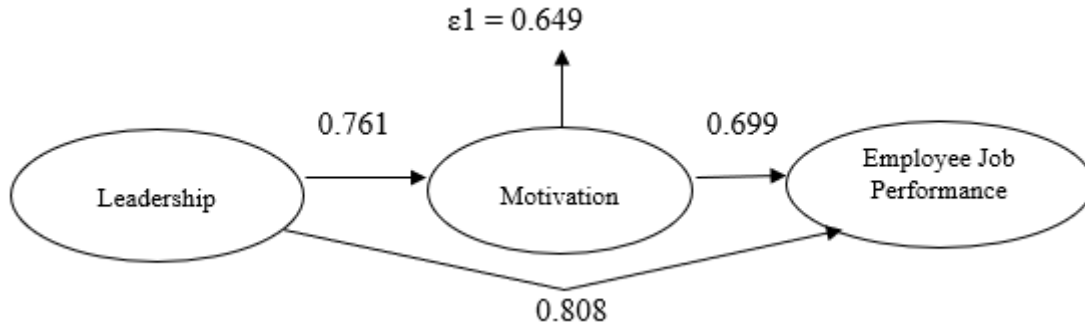


Figure 5. Empirical Causal Relationship Line X_1 Through X to Y_3

6. Influence of Employee Commitment on Job Performance Through Motivation Partial

Partially employee commitment generates a strong positive influence and significant impact on job performance through motivation, it can be shown through the table below.

Table 16. Correlation Employee Commitment to Job Performance through Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,994a	,987	,987	,59747

a. Predictors: (Constant), Employee Commitment

From the table above are known R^2 is 0.994 and 0.987. While the coefficient of residue $\beta = \sqrt{1 - 0.987} = \sqrt{0.013} = 0.113$.

The relatively strong influence occurs indirectly significantly. The individual test where t is generated is greater than the probability t sig or $67.255 > 0.000$ ($\alpha < 0.000$) predicted that this relationship turns positive. This can be seen in the table below.

Table 17. Significance Employee Commitment to Job Performance through Motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1.305	,899		1.452	,152
Employee Commitment	,980	.015	,994	67.255	,000

a. Dependent Variable: Job Performance

Based on previous data is known that influence employee commitment to the job performance is 0.722. As for the effect of employee commitment to the job performance through motivation is $0.994 \times 0.699 = 0.695$. In this case it is known that directly influence employees' commitment to greater job performance when compared to the indirect influence through motivation, namely $0.722 > 0.695$, so it can be said that the motivation variable not as an intervening variable. For more details see the following picture:

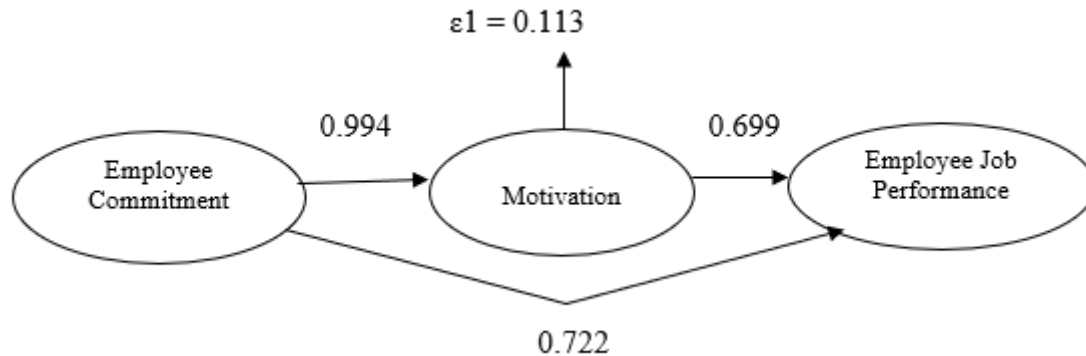


Figure 6. Empirical Causal Relationship Line X_2 Through X to Y_3

Conclusions and Recommendations

Conclusion

Based on the research that has been done to test the hypothesis and formulation of the problem posed answer, the researchers can draw the following conclusion:

1. Partially leadership resulted in a strong positive influence and significant impact on job performance with a correlation of 0.808.
2. Partially employee commitment generates a strong positive influence and significant impact on job performance with a correlation of 0.722.
3. Partially motivation to generate strong positive influence and significant impact on job performance with a correlation of 0.699.
4. Simultaneously leadership, employee commitment and motivation to produce a strong positive influence and significant impact on job performance with a correlation of 0.819.
5. Leadership influence on the performance of employees through motivation is $0.761 \times 0.699 = 0.532$. While the influence of leadership on the performance of employees is 0.808. In this case the direct influence of leadership on the performance of employees is greater than the indirect effect through motivation, namely $0.808 > 0.532$, so it can be said that the motivation variable not as an intervening variable.
6. Effect of employee commitment to the job performance through motivation is $0.994 \times 0.699 = 0.695$. While the influence of employee commitment to the job performance is 0.722. In this case it is known that directly influence employees' commitment to greater job performance when compared to the indirect influence through motivation, namely $0.722 > 0.695$, so it can be said that the motivation variable not as an intervening variable.

Recommendations

Based on the results of research and discussion on the job performance in Class 1 Immigration Office in South Jakarta, especially related to leadership and employee commitment and motivation, the author tries to give advice that may be actionable as follows:

1. The influence of leadership, commitment and motivation of employees and a significant positive impact on the performance of employees in Class 1 Immigration Office in South Jakarta, for it is suggested that the leadership is able to improve his leadership style so that the employee refuses to obey the will of the leadership and carry out orders with good leadership. In terms of commitment is suggested that the organization provide clarity duties and positions for employees so that employees have a strong commitment to the organization. Meanwhile, to increase employee motivation is suggested that the leadership of appreciation to employees who have a high work performance so that employees feel valued and can improve his performance even better.
2. The indirect effect of leadership and competence of employees on job performance through motivation is relatively strong but still lower in value when compared to the direct effects of leadership and competence on job performance. In this study motivation can not mediate leadership and employee commitment to the job

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performance. So it is suggested that the leadership in the organization of personal approach to employees in order to increase motivation to work properly. This can be done by implementing a system of reward and punishment, provides an opportunity for continuing education for employees who excel, providing opportunities for promotion and other efforts to improve employee motivation significantly.

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