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Leadership, Organizational Commitment and Motivation as Mediation of PPNPN Performance

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Abstract: This research effort is to determine the performance of non-civil servant government employees at BPPI where the influence of leadership and organizational commitment can provide an explanation for strengthening the influence through motivation. Questionnaires were distributed to emphasize the objectivity of the 43 respondents' statements in a quantitative, descriptive, associative approach. The evaluation of the model was carried out by testing the reflective relationship with partial least squares based on structural equation modeling or PLS-SEM using the SmartPLS statistical application. The results showed that leadership had a positive and significant effect on motivation, but not significantly on performance. However, the role of motivation is able to mediate leadership on performance with a positive and significant effect. Organizational commitment has a positive and significant effect on motivation, and significantly on performance. And the role of motivation is also able to mediate organizational commitment to performance with a positive and significant influence

Keywords: Leadership, Commitment, Motivation, PPNPN Performance

INTRODUCTION

In government agencies there are two elements of government administration employees, namely Civil Servants (PNS) and Non-Civil Servants Government Employees or what is called PPNPN. PPNPN has a role in filling functional positions within government agencies that have been given the authority to carry out administrative functions for government activities, from general to financial administrative functions. It is undeniable for all government agencies, that the existence of PPNPN has an important role to be an inseparable part with civil servants as a supporter of organizational performance in government agencies.

Since Government Regulation Number 49 of 2018 concerning "Management of Government Employees with Work Agreements" was enacted, is a sign for PPNPN whose status is starting to be questioned, where article 1 paragraph (3) of PP Number 49 of 2018 has stated that, ASN employees are civil servants and government employees with work agreements (PPPK). Then article 99 paragraph (1) of PP Number 49 of 2018 also states that 5 (five) years is the maximum period of service for non-PNS employees who have served in government agencies since the regulation was enacted.

What PP No. 49/2018 wants to convey is that in government institutions are ASN employees consisting of PNS and PPPK, not PPNPN. The PPNPN assignment time limit applies for 5 (five) years in government agencies since this PP was promulgated on November 28, 2018 (Article 102, PP Number 49 of 2018), so as of November 29, 2023, it is very likely that PPNPN will no longer serve as a government employee to government agencies or institutions.

Moreover, according to Fajar (2020), in a working meeting of the DPR RI organized by Commission II with the Ministry of Administrative Reform and Bureaucratic Reform (KemenPAN-RB) and the State Civil Service Agency (BKN) made an agreement to ensure that only Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who work for government agencies, and there is no longer an employee status outside of that.

Although article 99 paragraph (2) of PP 49 of 2018 has stated that non-PNS employees can be appointed as PPPK, it is not a guarantee for PPNPN to directly become PPPK, because they must meet the requirements and go through various stages of selection which refer to Article 7 paragraph (2) PP 49 of 2018.

The stipulation of PP No. 49 of 2018 has become a national issue. Until this writing, there has been no news regarding the process of implementing PPPK acceptance in government agencies, especially the central government. Various possibilities could arise from PPNPN's concerns, such as the question of its future which has not yet been confirmed. PPNPN is no exception, which is assigned to the work unit of the Industrial Research and Development Agency or BPPI.

Tjutju Yuniarsih and Suwatno (in Wibowo, 2017) assert that the factors that affect productivity are categorized into two, internal factors and external factors, where the influence of external factors that arise is the influence of laws and regulations, government policies and political situation. This explanation can underlie that PP 49 of 2018 has the potential to affect the productivity of PPNPN.

According to Anastasi (in Indrasari, 2017) it is stated that performance is the result of a person's productivity working in an organization because of his responsibilities towards work. This shows that the results of PPNPN productivity can affect their individual performance and will have an impact on the agency where they work. And there are allegations that the PP stipulation has an impact on the productivity of PPNPN so that it can affect the organizational performance of the BPPI work unit. For this reason, it is necessary to conduct further studies on the possibility of other factors that arise with the influence and existing problems.

One of the factors that can measure employee performance is the level of discipline through the employee attendance list or absenteeism. Employee performance according to McCormick & Tiffin is the quantity and time of work used in carrying out tasks. While working time is the number of absences, delays and length of work. (in Hidayah, 2019). According to Edwin. B. Flippo, absenteeism is a situation where someone comes to work not according to the right schedule. (in Gentari et al., 2017).

The absentee level of the work unit PPNPN includes having high criteria. This means that PPNPN has experienced a high level of absenteeism or skipping work without any information. According to Mondy and Noe (1993), declining organizational effectiveness is due to low employee morale, frequent employee turnover, and high levels of employee absenteeism (in Bukit, 2017).

So there is a possibility that the stipulation of PP 49 in 2018 and the level of absenteeism of PPNPN are important things that must be considered where the productivity factor and the effectiveness factor of PPNPN have the potential to be the main cause of the low achievement of the BPPI work unit organizational performance. The low performance of PPNPN will very likely affect the implementation of the duties of all employees which can hinder the implementation of the work unit activity program on the effectiveness of the output to be achieved. Because PPNPN itself plays a key role as the executor of the administrative functions of all document management activities of the BPPI work unit.

From the description above, it can be summarized that the decline in PPNPN productivity will reduce work effectiveness which has the potential to affect the low performance of PPNPN in encouraging the output of BPPI work units. Where the symptoms caused have had an impact on the high absenteeism rate in PPNPN.

The selection of motivational factors as mediation is based on Kasmir (2019) which states that motivation is a driving force for humans to do a job that has performance values. Where the encouragement from the outside is the biggest influence to improve one's performance. What can have an influence on someone's encouragement is in the leadership factor, because it has the ability to regulate, manage and command someone to do a job. So directly and indirectly, leadership can affect performance as an independent factor. It's the same with commitment, where someone's agreement is a compliance to do a good job and there will be guilt if they don't fulfill the compliance that has become an agreement. High commitment will encourage a person's ability in high performance demands. So directly or indirectly, commitment can affect performance as an independent factor along with leadership factors.

The purpose of the study itself was to determine the direct relationship of leadership and organizational commitment to PPNPN motivation, to determine the direct relationship of leadership and organizational commitment to PPNPN performance, and to determine the indirect relationship of leadership, organizational commitment with intermediary motivation to PPNPN performance.

The results of this study are expected to provide an overview for: (1) increasing knowledge about the problems that cause the dynamics of PPNPN's performance; (2) provide input for policy makers to determine and or take corrective steps towards PPNPN performance; (3) providing the role of participation as a scientific document for the development of management science related to the performance of PPNPN from the influence of leadership, organizational commitment and motivation; (4) provide additional information for the possibility of similar research on the performance of PPNPN in the future.

LITERATURE REVIEW

Dimensions and indicators of performance according to Bernardin and Russell (in Suwatno, 2019:162), consist of six criteria, namely: (1) Quality, where the process or result of an ideal job execution has been fulfilled in an appropriate manner; (2) Quantity, is the amount of output or work resulting from an activity that can be measured; (3) Timeliness, completing work using a faster time than provided; (4) Cost Effectiveness, to produce the best performance by optimizing the use of

various organizational resources; (5) the need for supervision, to avoid the desired errors and take corrective actions to achieve better results; (6) Interpersonal Influence, build a harmonious work culture to increase the cooperation of all members.

House and Mitchell's Path Goal Leadership (1975), according to the dimensions and indicators used in the research, include: (1) Directive Leadership. Characterized by a leader who directs his members to understand the common goals they expect, provides specific guidance on what and how it should be done, makes his part in the group understand the schedule of work to be done, asks members to maintain definite performance standards based on standard rules and regulations; (2) Supportive Leadership (Sportive Leadership). Characterized by a friendly and approachable leader who shows concern for the status, welfare, and needs of subordinates. Such leaders do little things to make work more enjoyable, treat members equally and are friendly and approachable; (3) Participatory Leadership (Participative Leadership). Characterized by a leader who opens, considers and takes member suggestions into consultation or consideration before making a decision; (4) Achievement Oriented. A leader who is oriented towards achieving high levels of performance for challenging goals, by giving confidence and pushing members to higher levels by assigning great responsibility.

Organizational Commitment of John Meyer and Nancy Allen (1997) (in Starnes, t.t.), according to dimensions and indicators include: (1) Affective Commitment. Emotionally they feel they have a personal responsibility for the success of the organization, which will be shown by a high level of performance, positive attitude and wanting to always stay with the organization; (2) Continuance Commitment. They will only give their best effort if the rewards are in line with their expectations; (3) Normative Commitment. They obey the rules and formalities of organizational standard rules with a careful attitude and behavior to meet the desired norms of social life.

David McClelland and his colleagues put forward the Three-Need Theory or Three-Need Theory, which is acquired (not congenital) as the main motive in a job, namely the need for achievement (nAch), which is the drive to succeed and excel. from the other; the need for power (nPow), namely the need to show charisma and authority to others in such a way that they will not have conflicting behavior; and the need for affiliation (nAff), namely the desire to be close by having close personal relationships. (Robbins and Coulter, 2012).

RESEARCH METHODS

This research used a quantitative approach to objective phenomena that were studied quantitatively (Siyoto and Sodik, 2015), descriptive to determine the value of each description of the Jaya variable (2018), and associative to determine the relationship between variables through a theory that is built to explain a certain phenomenon (Jaya, 2018). The research was carried out in the work unit of the Industrial Research and Development Agency of the Ministry of Industry.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2018). The population in this study were non-civil servant government employees who served in the BPPI work unit.

The saturated sampling method or census is a sampling technique provided that all members of the population will be used as samples (Sugiyono, 2018). The number of population members sampled in the study is the total number of non-civil servant government employees of the BPPI, which are 43 people.

The evaluation model of the relationship between indicators and constructs can be said to be a measurement model, and the relationship between constructs which can be said to be a

structural model will produce empirical measures. Empirical measurements can be made possible to compare the theoretically established measurement models and established structural models with reality. The systematic application of these criteria follows a two-step process that involves separate assessments of the model: the outer model/measurement model, and the inner model/structural measurement model. (Hair et al., 2014:96).

FINDINGS AND DISCUSSION

The third calculation of the PLS algorithm is model 3 which has shown the results of the measurement evaluation where the validity and reliability criteria have been met.

Measurement Model Evaluation

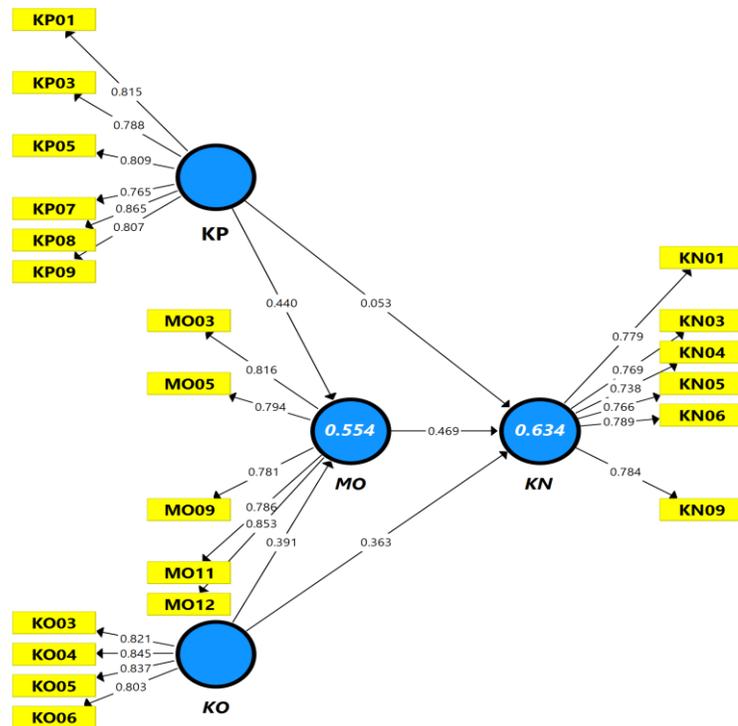


Figure 1. Path Model 3

Table 1. Outer Loadings

	KN	KO	KP	MO
KN01	0.779			
KN03	0.769			
KN04	0.738			
KN05	0.766			
KN06	0.789			
KN09	0.784			
KO03		0.821		
KO04		0.845		
KO05		0.837		
KO06		0.803		

KP01	0.815	
KP03	0.789	
KP05	0.809	
KP07	0.765	
KP08	0.865	
KP09	0.807	
MO03		0.816
MO05		0.794
MO09		0.781
MO11		0.786
MO12		0.853

The Convergent Validity test with the Outer Loadings parameter in table 1 has met the validity criteria with the path coefficient value being above 0.7.

Table 2. AVE

<i>Average Variance Extracted (AVE)</i>	
KN	0.594
KO	0.684
KP	0.654
MO	0.650

Convergent Validity testing with the AVE (Average Variance Extracted) parameter in table 2 shows that each construct has met the validity criteria with the AVE value already above 0.5.

Table 3. Fornell Larcker Criterion

	KN	KO	KP	MO	<i>AVE</i>	\sqrt{AVE}
KN	0.771				0.594	0.771
KO	0.702	0.827			0.684	0.827
KP	0.588	0.603	0.809		0.654	0.809
MO	0.743	0.656	0.676	0.806	0.650	0.806

Discriminant Validity testing with the Fornell-Larcker Criterion parameter in table 3 shows the AVE root value (Average Variance Extracted) in each construct has met the validity criteria by showing the correlation value of the AVE root in each construct which is already greater than the AVE root correlation value in other constructs.

Table 4. Cross Loadings

	KN	KO	KP	MO
KN01	0.779	0.554	0.442	0.625
KN03	0.769	0.585	0.481	0.595
KN04	0.738	0.387	0.416	0.616

KN05	0.766	0.451	0.552	0.440
KN06	0.789	0.633	0.511	0.572
KN09	0.784	0.601	0.334	0.566
KO03	0.614	0.821	0.519	0.580
KO04	0.507	0.845	0.599	0.549
KO05	0.601	0.837	0.471	0.595
KO06	0.595	0.803	0.403	0.432
KP01	0.589	0.709	0.815	0.572
KP03	0.395	0.465	0.788	0.360
KP05	0.435	0.332	0.809	0.497
KP07	0.401	0.407	0.765	0.503
KP08	0.541	0.544	0.865	0.652
KP09	0.445	0.416	0.807	0.623
MO03	0.755	0.521	0.562	0.816
MO05	0.445	0.542	0.576	0.794
MO09	0.599	0.522	0.390	0.781
MO11	0.536	0.454	0.528	0.786
MO12	0.620	0.600	0.651	0.853

Discriminant Validity testing with the Cross Loadings parameter in table 4 shows that each loading indicator has met the validity criteria by showing the correlation of the loading indicator value in each construct is greater than the loading indicator value in other constructs.

Table 5. *Composite Reliability*

Composite Reliability	
KN	0.898
KO	0.896
KP	0.919
MO	0.903

Internal Consistency Reliability testing with the Composite Reliability parameter in the table 5 shows that all constructs have met the reliability criteria with a composite value that is above 0.7.

Table 6. *Cronbach's Alpha*

Cronbach's Alpha	
KN	0.864
KO	0.846
KP	0.894
MO	0.866

Internal Consistency Reliability testing with Cronbach's Alpha parameter in table 6 shows that each construct has met the reliability criteria by showing the value is above 0.7.

Structural Model Evaluation

Table 7. Path Coefficients

	Coefficients	T Statistics	P Values	Ket.
KO→KN	0.363	2.438	0.008	Significant
KO→MO	0.391	2.916	0.002	Significant
KP→ KN	0.053	0.385	0.350	Not Significant
KP→MO	0.440	4.191	0.000	Significant
MO→KN	0.469	3.325	0.000	Significant

Table 8. Indirect Effect

	Coefficients	T Statistics	P Values	Ket.
KO→MO→KN	0.183	2.057	0.020	Significant
KP→MO→KN	0.207	2.891	0.002	Significant

Hypothesis Result

1. The results of the direct influence calculation with hypothesis 1 show that, KP on MO has a path coefficient of 0.440 with a t-statistic of 4.191 > t-table 1.64 and a p value of 0.000 <0.05 (level significant 5%). The results of testing hypothesis 1 mean that KP has a positive direction and has a direct significant effect on MO, so that hypothesis 1 is accepted.
2. The results of the calculation of the direct effect on hypothesis 2 show that, KO to MO has a path coefficient of 0.391 with a t-statistic of 2.916 > t-table 1.64 and a p value of 0.000 <0.05 (significant level 5%). The results of testing hypothesis 2 mean that KO has a positive direction and has a direct significant effect on MO, so hypothesis 2 is accepted.
3. The results of the calculation of the direct influence on hypothesis 3 show that, KP on KN has a path coefficient of 0.53 with a t-statistic of 0.385 > t-table 1.64 and a p value of 0.000 < 0, 05 (significant level 5%). The results of testing hypothesis 3 mean that KP has a positive direction but there is no direct significant effect on KN, so hypothesis 3 is rejected.
4. The results of the calculation of the direct effect on hypothesis 4 show that, KO to KN has a path coefficient of 0.363 with a t-statistic of 2,438 > t-table 1.64 and a p value of 0.000 <0.05 (significant level 5%). The results of testing hypothesis 4 mean that KO has a positive direction and has a direct significant effect on KN, so hypothesis 4 is accepted.
5. The results of the calculation of the direct effect on hypothesis 5 show that, MO on KN has a path coefficient of 0.469 with a t-statistic of 3.325 > t-table 1.64 and a p value of 0.000 <0.05 (5% significant level). The results of testing hypothesis 5 mean that KO has a positive direction and has a direct significant effect on KN, so hypothesis 5 is accepted.
6. The results of the indirect effect calculation with hypothesis 6 show that, KP through MO to KN has a path coefficient of 0.207 with t-statistics of 2.891 > t-table 1.64 and p value of 0.002 <0.05 (significant level 5%). The results of testing hypothesis 6 mean that KP has a positive direction and has a significant indirect effect through MO on KN (Performance), so hypothesis 6 is accepted.
7. The results of the indirect effect calculation with hypothesis 7 show that, KO through MO to KN has a path coefficient of 0.183 with a t-statistic of 2.057 > t-table 1.64 and a p value of

$0.020 < 0.05$ (significant level 5%). The results of testing hypothesis 7 mean that KO has a positive direction and has a significant indirect effect through MO on KN, so hypothesis 7 is accepted.

Discussion

Leadership does not have a direct effect on performance with evidence of the results of testing on hypothesis 3 which shows that the hypothesis is rejected.

This is in line with the research conducted by Saluy et al. (2020) with the research title "The Influence of Leadership, Motivation and Work Discipline on Employee Performance, with the research respondents being community service employees in Keramat Jati District with 90 data samples. The results of his research indicate that leadership directly has a positive but not significant effect on employee performance.

The results of testing the relationship between the dimensions of leadership and the performance of PPNPN can be conveyed, among others: 1) There is a leadership directive function that is weak in providing direction, or there is a possibility that the directive function is carried out incorrectly and is not clearly detailed. 2) There is a supportive leadership function that is weak in showing a friendly attitude, lacks support, and lacks attention to PPNPN. 3) There is a weak participatory leadership function in consulting, accepting suggestions or making decisions that are not made for the common good. 4) There is a weak leadership performance function in providing trust, responsibility, and maximum effort to PPNPN.

Organizational Commitment has a direct effect on performance with evidence of the results of testing on hypothesis 4 which shows that the hypothesis is accepted.

This is in line with the research conducted by Zainuri and Muhammad Havidz Aima (2019) with the research title "The Effect of Prophetic Leadership and Organizational Commitment on Motivation and Its Effect on Employee Performance at Al Salaam Sharia Bank, with the research respondents being employees of PT. Al Salaam Islamic Bank as many as 80 data samples. The results of his research indicate that organizational commitment has a positive and significant effect on employee performance. The greater the organizational commitment given by the company to employees, the higher the employee's performance, and vice versa.

The results of testing the relationship between organizational commitment dimensions and PPNPN performance can be conveyed, among others: 1) There is a weak commitment affective function in providing a form of trust for PPNPN as part of the organization. 2) There is a weak committee continuous function in giving consideration to staying in the organization.

Motivation has a direct influence on performance with evidence of test results on hypothesis 5 which shows that the hypothesis is accepted.

This is in line with the research conducted by Saluy et al. (2019) with the research title "The Influence of Training, Work Motivation and Competence on Personnel Performance at Makosek Hanudnas I" with research respondents being Military/TNI Personnel at Makosek Hanudnas I, totaling 184 data samples. The results of his research found that work motivation had a positive and significant effect on employee performance.

The results of testing the mediating effect of the influence of motivation between the relationship of leadership and organizational commitment and on PPNPN performance, the VAF calculation shows that motivation is able to absorb or reduce the direct influence of each variable on performance with the criteria of partial mediation. In this case, motivation has the ability to perform its role well in mediating the influence of leadership and organizational commitment on PPNPN

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the description of the results of the research and discussion, it can be concluded that:

1. Leadership is directly able to give a positive and significant influence on the motivation of PPNPN partially. So it can be interpreted that the increasing influence of leadership is able to provide an increase in the motivation of PPNPN BPPI.
2. Organizational Commitment is directly able to give a positive and significant influence on the motivation of PPNPN partially. So that it can be interpreted that the increasing influence of organizational commitment is able to provide an increase in the motivation of PPNPN BPPI.
3. Direct leadership has a positive direction but is not able to have a significant influence on the performance of PPNPN partially. So it can be interpreted that the increasing influence of leadership is not able to provide an increase in the performance of PPNPN BPPI.
4. Organizational commitment is directly able to give a positive and significant influence on the motivation of PPNPN partially. So that it can be interpreted that the increasing influence of organizational commitment is able to provide an increase in the performance of PPNPN BPPI.
5. Direct motivation is able to give a positive and significant influence on the performance of PPNPN partially. So that it can be interpreted that the increasing influence of motivation is able to provide an increase in the performance of PPNPN BPPI.
6. Indirect leadership through motivation as mediation is able to have a positive and significant influence on the performance of PPNPN simultaneously. So that it can be interpreted that the role of motivation is able to mediate the influence of leadership to improve the performance of PPNPN BPPI.
7. Organizational Commitment indirectly through motivation as mediation is able to give a positive and significant influence on the performance of PPNPN simultaneously. So that it can be interpreted that the role of motivation is able to mediate the effect of organizational commitment to improve the performance of PPNPN BPPI.

Recomendation

Based on the discussion and conclusions above, it has been shown that motivation is able to provide a good role as an intermediary variable in mediating the improvement of PPNPN performance. Where this can be a recommendation in submitting suggestions for BPPI work unit organizations to make efforts to improve PPNPN performance, including the following.

1. Provide appropriate training to ensure the smooth operation of tasks for each PPNPN. The training will improve abilities and skills as well as foster motivation for each PPNPN to always provide optimal task implementation results in order to improve performance.
2. Emphasize the rules and norms for implementing duties that apply to the organization to be conveyed to each PPNPN clearly and in detail as guidelines and task sizes that must be understood, so that the achievement of the quality of output results is always at the upper limit of tolerance in order to improve performance.
3. Giving appreciation with encouragement in appreciating the contribution to the results of the implementation of tasks that have been achieved by each PPNPN, will build motivation and increase their affective commitment to always show quality, quantity, and timeliness in achieving improved performance.
4. Involve every PPNPN in participating in coordination activities or work meetings, so that they know how the organization is planning in managing a series of activities that are used to

determine the direction of achieving the right goals and objectives for the organization. So that they understand each line of duty and responsibility to support the achievement of individual performance and all members of the organization.

5. Carrying out primary supervision on the results of tasks other than individual supervision will have a different impact on PPNPN in carrying out its duties. They will feel high confidence in motivating their ability to carry out tasks independently more seriously so that they can be completed optimally and responsibly. This will have a good impact on the quality, quantity, timeliness, and efficiency of the achievement and improvement of performance.

Suggestions that can be given for further research are as follows.

1. Expanding research in other work units at central and local government agencies on the performance of PPNPN.
2. Develop research with a larger sample size on the effect of the same variable on the performance of PPNPN.
3. Develop a causal relationship model with the influence of different variables outside the variables in this study on improving the performance of PPNPN.

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