

Personnel Performance Analysis: Leadership, Work Discipline and Organizational Commitment (A study of KODAM Transportation Unit Personnel I / Bukit Barisan)

Dr. Abdul Rivai

Lecturer of Economic Faculty, Krisdipayana University, Jakarta, Indonesia

***Corresponding author**

Dr. Abdul Rivai

Article History

Received: 05.11.2017

Accepted: 17.11.2017

Published: 30.11.2017

DOI:

10.21276/sjbms.2017.2.11.2



Abstract: The performance of personnel of KODAM I / Bukit Barisan communications unit is influenced by many factors. This research analyzes the influence of Leadership, Work Discipline, and Organizational Commitment to Personnel Performance either partially or simultaneously. Population in this research is personnel of transportation unit KODAM I / Bukit Barisan which amounted to 78 personnel. Because the population in this study is less than 100 people then in this study the sampling method using the census method, meaning that all the population sampled in this study. The technique of data analysis using multiple linear regression equation, and continued by testing R Square and hypothesis testing partially and simultaneously with t test and F test. Data analysis tool with SPSS application 23.00. The results showed that Leadership, Work Discipline and Organizational Commitment have positive and significant effect on Personnel Performance either partially or simultaneously. From the results of determination analysis there are other factors that influence the performance of personnel in addition to variables Leadership, Work Discipline and Organizational Commitment. The better the leadership, the Work Discipline and the Organizational Commitment, the better the performance of the personnel of the KODAM I / Bukit Barisan communications unit.

Keywords: Leadership, Work Discipline, Organizational Commitment, and Personnel Performance

INTRODUCTION

Human resources have a very important role in various sectors, because human resources are a key factor to mobilize other resources that exist within the company or government agencies. Once the importance of the role of human resources resulted in an organization must allocate some funds large enough to increase human resources. The success of an organization in achieving its objectives also depends on human resource factors, where it takes an interaction and coordination designed to connect tasks, both individuals and groups in order to achieve organizational goals. Human resources are a key factor for improving the performance of an organization [10]. To realize the desired goal, then one way to be taken is to improve the performance of human resources.

The success of an organization is very dependent on good and bad performance. The performance of an organization depends on the performance of its employees where each employee is a motor for the running of an organization. Good performance of employees will have a direct impact on progress or setbacks obtained by an organization / company.

Not to mention also the performance of personnel unit of communication KODAM I / Bukit Barisan in carrying out the main tasks and functions that are not spared also from performance problems. Theoretically there are many factors related to performance. These factors may be sourced from the environment (including the organization) as well as the factors that come from within the employees themselves. Environmental factors can be sourced from the organization, such as leadership, while factors derived from the employee itself one of them is the character, behavior and personal qualifications of employees in this case implemented in the form of work discipline and organizational commitment.

Similar thing is expressed by Simamora [25] there are three factors that affect one's performance, namely 1) Individual factors; 2) Psychological factors; and 3) organizational factors. Meanwhile, according to Mangkunegara [15] factors related to the performance of employees can be seen from individual factors or from organizational environmental factors. Factors derived from the individual one of them is the character, behavior and personal qualifications of employees. While environmental factors may be sourced from the organization.

In an organization, leadership of a leader is important. Leadership in an organization is required to be able to make individuals in the organization they lead can behave in accordance with the desired by the leader to achieve organizational goals. Therefore a leader must be able to understand the behavior of individuals within the organization he leads to be able to find the right leadership style for his organization.

Leadership is one of the issues in management that is still interesting enough to talk about. The role of leadership is very strategic and important for the achievement of the mission, vision, and objectives of an organization, is one motive that encourages people to investigate the ins and outs associated with leadership [13].

Therefore, the study of the linkage between performance and leadership behavior is considered important. This is not only to seek answers to leadership behaviors which are between the two forms of behavioral structure (initialization and consideration) that are more closely related to performance. But more importantly, it can provide empirical evidence that leadership behaviors can provide variations for the high performance of employees of an organization in general.

In addition to leadership as for the factors that are very important in order to realize its goals is the discipline of work. Discipline becomes important because without the conditions of discipline either an organization can not achieve high effectiveness and efficiency. Discipline is a positive behavior that essentially in the form of attitude, behavior and deeds in accordance with applicable regulations, both written and unwritten [18].

In terms of behavior, discipline depends on many factors, whether individual factors can come from personality (personality), motive (motive), attitudes (attitude), expectations, habits (habits) and so on. Internal factors of the organization can be conditions and work environment, leadership, communication, reward system, sanctions and so forth. The environmental factors can be social environment, culture and family.

Thus can be understood the formation of discipline behavior is a complex and time-consuming process. Therefore efforts to improve disciplinary behavior should be carried out continuously and comprehensively in the sense of continuous cultivation and attention to all factors that influence it.

In addition to leadership and discipline of work as for other important factors associated with employees is a factor that comes from the employees

themselves. Factors relating to employee attitudes in the face of work are among the factors that play an important role for employee performance. Among the factors associated with employee attitudes are organizational commitment.

In addition to the leadership and discipline of work as a result of the employees themselves. Factors relating to employee attitudes in the face of work is important role for employee performance. Among the factors associated with employee attitudes are organizational commitment.

Organizational commitment is seen as a value orientation toward an organization that shows individuals highly thinking and prioritizing work and organization. Individuals will try to provide all the effort it has in order to help the organization achieve its goals. Fink also defines organizational commitment as an attitude that arises from a process called identification that occurs when a person has experience with something, a person, or some idea as a form of extension of himself [1].

Many studies have revealed that employee commitment has an effect on employee performance, including research conducted by Septiani, M., Sunuharyo, BS, and Prasetya, A [24] where the results of his study suggest significantly and positively the performance is influenced by organizational commitment. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work.

Based on the background and problems, the objectives of this research are:

- 1) Analyzing the influence of leadership on the performance of personnel partially.
- 2) Analyze the influence of work discipline on the performance of personnel partially.
- 3) Analyzing the influence of organizational commitment to the performance of personnel partially.
- 4) Analyzing the influence of leadership, work discipline, and organizational commitment to the performance of personnel units of KODAM I / Bukit Barisan connections simultaneously.

LITERATURE REVIEW

Performance

According Sinambela [26] employee performance is defined as the ability of employees in doing certain skills. Performance of employees is necessary, because with this performance will be known seabampirajauh ability employees in carrying out the tasks assigned to him. Therefore, it is necessary to determine the clear and measurable performance and set

together as a reference. Furthermore Wibowo [33] views performance as a process of how work takes place to achieve work.

The above is in line with Cormick & Tiffin in Sutrisno [29] which suggests performance is the quantity, quality, and time spent in performing the task. Quantity is the result that can be calculated to what extent a person can successfully achieve a predetermined goal. Quality is how a person performs his or her duties, namely the number of mistakes made, the discipline and the precision. Working time is about the number of absences performed, delays, and length of service within the year that has been undertaken.

As is known the goal of the organization can only be achieved, because the organization is supported by work units contained therein. There are several ways to improve performance. According to Irianto in Sutrisno [29] suggested four ways, namely 1) discrimination; 2) Hope; 3) Development; and 4) Communication.

According to Schuler and Jackson [22] suggests there are 3 (three) indicators that can be assessed to measure performance based on.

- a. Criteria based on attributes that focus on the personal characteristics of an employee, such as loyalty, reliability, communication skills and lead skills;
- b. Behavior-based criteria focus on how work is done;
- c. The results based criteria focus on what has been achieved or produced.

Meanwhile, according to Mathis & Jackson [17] while to measure the performance of a person can be seen from the indicator 1) Quantity of work, ie the volume of work produced under normal conditions; 2) Quality of work, that can be neatness accuracy and linkage results with not ignore the volume of work; 3) Utilization of time, ie the use of working period in accordance with the policy of the company or government institution; 4) Cooperation, namely the ability to handle relationships with people.

Leadership

Leadership is the factor or driving force of all the resources and tools available to an organization. The success or failure of an organization to achieve its intended purpose depends greatly on the ability of its members to move the resources and tools until its use proceeds efficiently, economically, and effectively [31].

According to Yukl [32] put forward the notion of leadership of some experts as below:

- 1) Leadership is "individual behavior that directs group activities to achieve common goals" (Hemphill & Coons).

- 2) Leadership is "extra influence beyond and above the mechanical need for routinely directing organizations" (D. Katz & Kahn).
- 3) "Leadership is exercised when one interprets the institutional, political, psychological and other resources to awaken, engage and fulfill the motivation of his followers (Burns).
- 4) Leadership is "the process of influencing organized group activity to achieve goals (Rauch & Behling).
- 5) Leadership is the process of providing goals (meaningful direction) to the co-operative effort, which leads to the effort being made to achieve the goal (Jacobs & Jaques).

There are several types of leadership expressed by Terry who is again quoted by Suwatno and Priansa [30], namely:

- 1) Personal Leadership
In this type of leadership direct relationship with subordinates, resulting in intimate personal relationships.
- 2) Non-Personal Leadership
In this type of relationship between the leader and his subordinates through planning and written instructions.
- 3) Authoritarian Leadership
In this type of leadership the relationship with subordinates with arbitrary so that his subordinates do all the orders not because of responsibility but more because of fear.
- 4) Paternal Leadership
This type of leadership does not give the responsibility to subordinates to be able to make their own decisions because always assisted by the leader; this resulted in the piling up of the leader's work because of all the difficult problems will be delegated to him.
- 5) Democratic Leadership
In every issue the leader always includes the opinions of his subordinates in the decision making, so that they will feel involved in every problem and feel that their opinions are always taken into account, so they will carry out the task with a sense of responsibility for their respective jobs.
- 6) Indigenous Leadership
Leaders of this type have the ability to invite others, and followed by others. Subordinates will be happy to follow the orders given because of their pleasant nature.

According to Covey [6] Characteristics of a leader is based on the following principles:

- 1) A lifelong learner
- 2) Service oriented;
- 3) Brings positive energy
- a) Believe in others.
- b) Balance in life.

- c) See life as a challenge.
- d) Synergy.
- e) Exercise to develop yourself.

Work Discipline

Discipline is the sixth operative function of Human Resource Management. Discipline is the most important operative function of Human Resource Management because the better the discipline of the employee, the higher the work achievement it achieves [8].

Further Fathoni [8] said discipline is one of the important operative functions because the higher the discipline of an employee the higher the performance. Davis in Mangkunegara [15] argues that "discipline is management action to enforce organization standards", meaning that the discipline of work can be interpreted as the implementation of management to strengthen organizational guidelines.

Furthermore, Sedarmayanti [23] argues that the discipline of civil servants is a condition to correct or punish employees who violate the rules or procedures established by the organization. Discipline is a form of control for the implementation of employment is always within the corridor of regulations and legislation in force.

Good discipline is the awareness and willingness of a person to comply with all corporate rules and social norms that apply [10]. Further Hasibuan [10] suggests good discipline, namely: 1) Discipline is the awareness and willingness of a person to comply with all corporate rules and social norms in force; 2) Awareness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. Thus, he will obey / do all his duties well, not by coercion; 3) Willingness is an attitude, behavior, and actions of a person in accordance with company regulations, whether written or not.

According to Singodimedjo in Sutrisno [29], as for factors that may affect employee discipline are as follows: 1) The magnitude of compensation; 2) The presence or absence of exemplary leadership in the organization; 3) The presence or absence of certain rules that can be used as a handle; 4) Courage leaders in taking action; 5) The presence or absence of supervision of the leadership; 6) There is a lack of attention to employees; 7) Created habits that support the upholding of discipline;

Demand Hasibuan [10] As for indicators used to measure the discipline of work that is 1) Employment Objectives and Ability of Employees; 2) Attendance list; 3) Leader's example; 4) Remuneration; 5) Justice;

- 6) Inherent supervision 7) Legal sanctions; and 8) Humanitarian relations.

Organizational Commitment

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization indicated by the acceptance of individual values and goals of the organization and have the desire to affiliate with the organization and willingness to work hard for the organization so that makes individuals feel at home and still want to survive in the organization achieving organizational goals and sustainability.

Organizational commitment is a form of attitude [14]. And attitudes can be broken down into 3 basic components: emotional, informational and behavioral [14]. In organization, attitudes are important because of their behavioral component [21]. Further Robbins [21] points out Attitudes are Evaluative statements or judgment concerning object, people or events. And divided into 3 components namely: cognitive, affective and behavioral.

Attitude in the organization is considered important because it affects behavior. And organizational commitment as part of attitudes affects many important behaviors for the organization to function effectively. The importance of employee commitment is reinforced by a series of studies showing a strong relationship between organizational commitment and work performance [14].

Organizational commitment is one's commitment to the organization in which it works. A person's commitment to the organization is one of the guarantees to keep the organization alive. In his research Porter and Steers in Luthans (2002) [14] showed that high commitment influences the high level of performance. In addition, someone who has a high level of commitment to his organization tends to survive as a member in a relatively long time.

This view of organizational commitment, according to Porter in Greenberg and Baron [9] is the result and three factors: 1) acceptance of the organizations goals and values; 2) willingness to help the organization achieve its goals; and 3) the desire to remain within the organization. In line with that opinion, Sacker in Benkhoff [4] states that commitment can generally be characterized by at least three factors: a) a strong belief in and acceptance of the organization's goals and values, b) a willingness to exert considerable effort on behalf of the organization; c) a definite desire to maintain organizational membership.

Characteristic of organizational commitment according to Allen and Meyer in Greenberg and Baron

[9] stated that organizational commitment consists of three components: 1) continuance commitment; 2) affective commitment; and 3) normatif commitment.

It is intended that continuance commitment refers to the tendency of a person to remain in an organization because of the inability to pursue other types of work. And affective commitment refers to the strength of a person's desire to continue working in an organization due to its suitability and desire, while normative commitment refers to a person's 'obligatory' feelings to remain in an organization due to pressure or attraction.

Concetual Framework

Performance of employees included in the group middle range theory. The middle-range theory group is tangent to the grand theory. Grand theory of

performance is management in the field of management or human resource management. While the factors that affect the performance can be classified as an applied range theory. In this discussion the factors that are indicated to affect performance are leadership, work discipline and organizational commitment.

Leadership (X1), discipline (X2) and organizational commitment (X3) are predicted to affect the performance of personnel (Y). The necessary analysis to examine this is the analysis of multiple linear regression equations

Based on the above explanation of the flow of thinking between research variables with reference to the results of previous research and expert opinion, it can be illustrated through the framework of research models such as the following Figure:

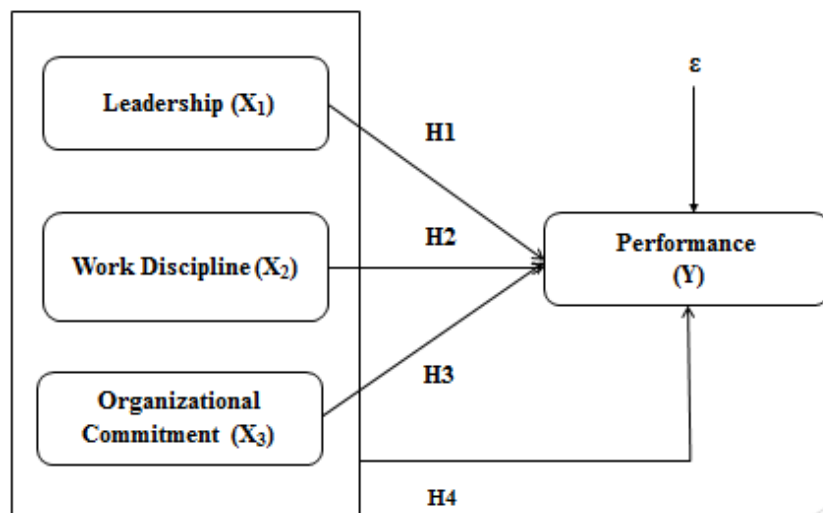


Fig-1: Concetual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

- 1) Leadership affects the performance of personnel partially.
- 2) Work discipline affects the performance of personnel partially.
- 3) Organizational commitment affects the performance of personnel partially.
- 4) Leadership, work discipline and organizational commitment affect the performance of personnel simultaneously.

RESERACH METHODS

The unit of analysis of this research is the personnel of KODAM I / Bukit Barisan connecting unit of 78 personnel. Because the population in this study is less than 100 people then in this study the sampling method using the census method, meaning that all the population sampled in this study.

Based on the purpose of research, the type of research used is explanatory research. Explanatory research is a study conducted to explain the causal relationship between research variables through hypothesis testing [27]. The research approach used in this research is quantitative approach. The quantitative approach begins with theory, which is derived into a research hypothesis using deductive logic accompanied by measurement and operationalization of variables. Furthermore, generalization based on the results of statistical data so that it can be taken conclusion as research findings to answer the problems being faced.

Quantitative analysis method, with multiple linear regression analysis tool, the equation is $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e =$, where Y is the Performance variable, β_1 , β_2 and β_3 coefficient of leadership variable (X1) work (X2) and organizational commitment (X3). SPSS version 23.0 program data analysis tool. Then the analysis is

continued with analysis of determination analysis test (R Square), partial hypothesis testing (t test) and simultaneous (F test) with 5 percent error tolerance level. Prior to multiple linear regression process in the test instrument (questionnaire) with validity and reliability test and classical assumption (normality test, multicollinearity and heteroscedasticity).

RESULT AND DISCUSSION

In general the choice of respondents to the questionnaires distributed to the personnel of Transportation Unit Kodam I / Bukit Barisan responded agree and strongly agree on the items of the questionnaire. This suggests that leadership, work discipline, organizational commitment and personnel performance have proceeded according to respondents' perceptions.

The requirement to use multiple regression analysis is the fulfillment of classical assumptions. To obtain an efficient and unbiased bias or BLUE (Best Linear unbiased Estimator) value from a single multiple regression equation with the least squares method, it is necessary to test to find out which regression model yielded meets the requirements of the classical assumption. In this study will be presented the classical assumption test commonly used, namely Test Normality multicollinearity Test and heteroscedasticity Test.

From the result of the test conducted by using SPSS 23.0 as a tool in this research, it is found that the

data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig. 2-tailed) greater than 0.05, that is (0,266 > 0,05) so it can be concluded that the data in this study is normally distributed.

Then from the results of multicollinearity test known that the results of Tolerance value calculation show no independent variable has Tolerance value less than 0.10, which means there is no correlation between independent variables. In addition, the calculation of Variance Inflation Factor (VIF) also shows the same thing there is no independent variable that has VIF value more than 10. So it can be concluded that there is no multicollinearity among independent variables in the regression model.

Furthermore from the results of heterokedastisity test known scatterplots seen that the points spread randomly and spread both above and below the number 0 on the axis Y. it can be concluded that there is no heteroscedasticity on the regression model, so the regression model worthy to be used to predict the use of accommodation services based on input variable independent.

Based on the result of assumption test it has been fulfilled Requirement to use multiple regression analysis. Regression analysis is used to see the effect of independent variables on dependent variable. Based on the multiple regression estimation with the SPSS 23.0 program, we get results like Table 1 below.

Table-1: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.965	2.975		2.005	.049
	X1_Leadership	.330	.161	.279	2.049	.044
	X2_Work_Discipline	.329	.149	.299	2.217	.030
	X3_Organizational_Commitment	.361	.132	.282	2.735	.008

a. Dependent Variable: Y_Performance

Source: Output SPSS under 23.00

From Table 1 above we get the result of multiple linear regression equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e = 5.965 + 0.330.X1 + 0.329.X2 + 0.361.X3 + e$. Description: Y = Performance of personnel; X1 = Leadership, X2 = Work discipline; X3 = Organizational Commitment Organization. From this equation can be interpreted: 1) leadership variables, work discipline and organizational commitment has a positive coefficient direction to the performance of personnel; 2) The value of the constant

shows the effect of variables X1, X2 & X3 when the variable X1 one unit will affect one unit in variable Y.

Result of Determination Analysis (R2)

To see the contribution of Leadership (X1), Work Discipline (X2), and Organizational Commitment (X3) to Personnel Performance can be seen from the coefficient of determination R2 as seen in Table 2 below:

Table-2: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.603	.587	2.7887
a. Predictors: (Constant), X3_Organizational_Commitment, X2_Work_Discipline, X1_Leadership				

Source: Output SPSS under 23.00

The R value of 0.777 denotes a double correlation (X1_Leadership, X2_Work_Discipline dan X3_Organizational_Commitment) with Performance personnel. Considering the variation of R Square value of 0.603 which shows the role or contribution of leadership variable, work discipline and organizational commitment able to explain the variable of personnel performance by 60.3 percent and the remaining 39.7 percent influenced by other variables.

Other variables or other factors that may affect the Performance of the Organization such as work motivation and job satisfaction. While the results of other studies explain that the motivation and employee satisfaction have positive and significant impact on employee performance, either partially or simultaneously [16].

In addition, work discipline and work spirit have a positive and significant effect on employee

performance [16]. So from other research results that Organizational Culture, Organizational Climate and Leadership Style have positive and significant effect on Organizational Commitment, either partially or simultaneously and have positive impact also on Employee Performance, [2].

Partial Hypothesis Test Results (Test t) and Simultaneous (Test F)

Hypothesis testing aims to explain the characteristics of specific relationships or differences between groups or independence of two or more factors in a situation, [3]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Table-3: t Test Results (Partial)

Model		t	Sig.
1	(Constant)	2.005	.049
	X1_Leadership	2.049	.044
	X2_Work_Discipline	2.217	.030
	X3_Organizational_Commitment	2.735	.008

a. Predictors: (Constant), X3_Organizational_Commitment, X2_Work_Discipline, X1_Leadership

Source: Output SPSS under 23.00

From Table 3 above by using SPSS 23.0 obtained the number t count the leadership variable of 2.049, with a significance value of 0.044, due to the significance level <0.05 (0.044 <0.05) it can be concluded that leadership affect the performance of personnel. This means there is a linear relationship between leadership and personnel performance. Thus the first hypothesis is proven and acceptable.

Furthermore still in Table 3 above obtained t count the variable work discipline of 2,217, with a significance value of 0.044, due to the significance level <0.05 (0.044 <0.05) it can be concluded that the work discipline affects the performance of personnel. This means that there is a linear relationship between work discipline and personnel performance. Thus the second hypothesis is proved and acceptable.

Furthermore, in Table 3 above obtained the number t count the organizational commitment variable of 2,735, with a significance value of 0.044, due to the significance level <0.05 (0.008 <0.05) it can be concluded that organizational commitment affect the performance of personnel. This means that there is a linear relationship between organizational commitment and personnel performance. Thus the third hypothesis is proven and acceptable.

To answer the fourth hypothesis that leadership, work discipline and organizational commitment, affecting the performance of personnel simultaneously can be seen from Table 4 below.

Table-4: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	874.900	3	291.633	37.501	.000 ^b
	Residual	575.471	74	7.777		
	Total	1450.372	77			

a. Dependent Variable: Y_Performance
 b. Predictors: (Constant), X3_Organizational_Commitment, X2_Work_Discipline, X1_Leadership

Source: Output SPSS under 21.00

From the test Anova or F test by using SPSS 23.0 obtained F_{hitung} of 37,501 with a probability p-value of 0.000, since the significance level is much more <0.05 ($0.000 < 0.05$) therefore H_0 rejected and H_1 be accepted, so it can be concluded that the hypothesis is zero (H_0) rejected and alternative hypothesis (H_1) accepted means this proves leadership variables, work discipline and organizational commitment together significantly influence the variable performance of personnel.

From the interpretation of the above data it can be discussed that:

- 1) From testing the hypothesis that is known to have leadership effect on the performance of personnel. The results of this study show similar results with research conducted by Linawati and Suhaji [12], Soegihartono, A. [28], and Raharjo, ST and Nafisah, D [20] leadership has a positive and significant relationship to employee performance. Employee performance is basically inseparable from the role of the leader. According to Bass in Raharjo and Nafisah [20], the role of superior leadership in contributing to employees for optimal performance achievement is done through five ways: (1) leaders clarify what is expected from employees, specifically the goals and objectives of the performance (4) the leader provides feedback when the employee has achieved the goal, and (5) the leader allocates the rewards based on the results that have been they accomplished.
- 2) From the hypothesis testing conducted known work discipline affect the performance of personnel. The results of this study show similar results with research conducted by Prihantoro [19], which states that the Discipline (Effective use of time, Adherence to established rules, and coming and return on time) affects the performance of resources man means the better the discipline will improve the performance of human resources. In addition Septiani, M., Sunuharyo, BS, and Prasetya, A [24], and Farid, HT, Hamid, D., and Nurtjahjono, GE [7] also pointed out that if the discipline of work has a positive and significant to the performance of employees.
- 3) From the hypothesis testing performed known

organizational commitment affect the performance of personnel. The results of this study are in line with the results of studies conducted by Septiani, M., Sunuharyo, B.S., and Prasetya, A [24] stated significantly and positively that performance is influenced by organizational commitment. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work. Organizational commitment is essentially viewed as a value orientation towards an organization that shows individuals highly thinking and prioritizing work and organization. Individuals will try to provide all the effort it has in order to help the organization achieve its goals. Highly committed employees are those who feel connected to the organizations they work for and engage actively in the work that is their area of responsibility. In other words, highly committed employees are those who recognize and love their organizations and are actively involved in fulfilling their tasks by delivering maximum results in achieving organizational goals.

- 4) From the hypothesis testing performed known leadership, work discipline and organizational commitment simultaneously have an influence on the performance of Perpersonel. The results of this study are in accordance with the research of Liana, Y., and Irawati, R [11] there is influence of work discipline and organizational commitment of organization together to performance. This is also supported by previous research by Septiani, M., Sunuharyo, BS, and Prasetya, A [24], and Farid, HT, Hamid, D., and Nurtjahjono, GE [7] leadership, work discipline and organizational commitment simultaneously affect performance.

CONSLUSSION AND SUGESTION

Conclusion

Based on the results and discussion then the conclusions of this study are:

- 1) Leadership has a positive and significant effect on the performance of personnel partially. Leadership consisting of dimensions: leadership ability, motivating ability, communication ability, decision making and positive strength. The better the leadership in an organization will be better also

with the performance of personnel in carrying out the main tasks and functions.

- 2) Work discipline has a positive and significant effect on the performance of personnel partially. Work discipline consisting of dimensions: Employment Objectives and Ability of Employees, Attendance List, Leadership Example, Reply Services, Justice, Inherent Control, Legal Sanctions, and Humanitarian Relations. The better the discipline of personnel, it will improve the performance of human resources.
- 3) Organizational commitment has a positive and significant effect on the performance of personnel partially. Organizational commitment consisting of dimensions: affective commitment, continuance commitment and normative commitment. Highly committed employees are those who recognize and love their organizations and are actively involved in fulfilling the task by delivering maximum results in achieving organizational goals.
- 4) Leadership, work discipline and organizational commitment have a positive and significant effect on the performance of personnel simultaneously. The higher both the leadership held in an organization as well as having personnel level discipline personnel in carrying out the main tasks and functions, then supported by high organizational commitment, it will increasingly affect the performance of personnel.

Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of study results conducted, submitted some suggestions as follows:

- 1) Leaders should be more able to participate actively in every activity or group work, so leaders can be an example for personnel, a motivator who can always provide enthusiasm and direction to the personnel in every work carried out in groups.
- 2) Organizations must be able to change the culture of discipline within and outside the organization environment, from superiors to subordinates. If the discipline within the organization has been running well, it can improve the discipline of personnel work. Organizations can increase incentives / rewards in the form of money or position to the achieving personnel in accordance with the achievements of the personnel concerned.
- 3) The ability to become an organizational member to the end is an organizational commitment, therefore, in order to spur personnel on the organization in enhancing organizational commitment, suggests that the organization can provide opportunities for personnel to develop. In addition, it can also be endeavored for the organization to be more able to communicate and socialize the vision, mission, policy, strategy, rules, and organizational values on

the personnel through coaching, guidance and personnel involvement in policy formulation. Thus, it is expected that personnel increasingly feel have the ability to become an organization member until the end of his career.

- 4) Further assessment is required by using or adding other indicators and may also use different concepts. The other factors that affect the performance of personnel in addition to the variables raised in this study, among others, such as: work motivation, job satisfaction, competence, and organizational culture

REFERENCES

1. Pradana, O. A. (2014). Pengaruh Motivasi Kerja Dan Komitmen Organisasional Terhadap Kinerja Karyawan (Studi pada karyawan bagian HRD PT. Arthawena Sakti Gemilang Malang). *Jurnal Administrasi Bisnis*, 7(2).
2. Agussalim, Ali, Hapzi. (2016). Analysis Work Discipline and Work Spirit toward Performance of Employees (Case Study Tax Office PratamaTwo Padang). *International Economic Research (IJER)*, 13(6), 2541-2556.
3. Ali, Hapzi, & Krisna, N. L. (2013). Research Methodology, Practical Guide to Business Problem Solving Preparation of Theses and Dissertation, ISBN: 978-602-280-044-6, Deepublish Yogyakarta, Indonesia.
4. Benkhoff, B. (1997). Ignoring Commitment Is Costly: New Approaches Establish the Missing Link Between Commitment and Performance. *Human Relations*, 50(6), 701-726.
5. Ciptodihardjo, I. (2014). Pengaruh Kepemimpinan, Motivasi, Kepuasan Kerja Terhadap Komitmen Organisasional dan Kinerja Karyawan Pada Karyawan PT. Smartfren, Tbk Di Surabaya.
6. Covey, S. R. (1997). *Kepemimpinan Yang Berprinsip*. Jakarta: Binarupa Aksara
7. Farid, H. T., Hamid, D., dan Nurtjahjono, G. E. (2016). Pengaruh Motivasi Kerja Terhadap Kedisiplinan dan Kinerja Pegawai PT. PLN Distribusi Jawa Timur Area Malang. *Jurnal Administrasi Bisnis (JAB)*, 32(1).
8. Fathoni, Abdurrahmat. (2006). *Organisasi dan Manajemen Sumber Daya Manusia*. Jakarta : Rineka Cipta.
9. Greenberg, J., & Baron, R. (1997). *Organizational Behavior*, 6th Edition. New Jersey: Prentice Hall.
10. Hasibuan, M. S. P. (2011). *Manajemen Sumber Daya Manusia, Dasar dan Kunci Keberhasilan*. Jakarta: CV. Haji Masagung.
11. Liana, Y., & dan Irawati, R. (2014). Peran Motivasi, Disiplin Kerja Terhadap Komitmen Karyawan dan Kinerja Karyawan Pada

- Perusahaan Air Minum di Malang Raya. *Jurnal Manajemen dan Akuntansi*, 3(1).
12. dan Suhaji, L. (2012). Pengaruh motivasi, kompetensi, kepemimpinan dan lingkungan kerja terhadap kinerja karyawan (Studi pada PT. Herculon Carpet Semarang)
 13. Locke, & Edwin. (1997). *Handbook of principles of Organizational Behavior*. Chippenham, Wiltshire: Antony Rowe Ltd.
 14. Luthans, F. (2002). *Organizational Behavior*, 7th Edition. New York: McGraw-Hill.Inc.
 15. Mangkunegara, A. P. (2014). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: Refika Aditama.
 16. Masydzulhak, Ali, Hapzi, & Leni, (2016). The Influence of Work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment as an Satisfaction as an Intervening Variable, in PT. Asian Isuzu Casting Center. *Quest Journal of Research in Business and Management*, 4(10), 01-10.
 17. Mathis Robert, L., & Jackson, J. H. (2009). *Human Resources Management*. New Jersey: Prentice Hall.
 18. Nitisemito, A. S. (2008). *Manajemen Personalial, Manajemen Sumber Daya Manusia*. Jakarta: Ghalia Indonesia.
 19. Prihantoro, A. (2012). Peningkatan Kinerja Sumber Daya Manusia Melalui Motivasi, Disiplin, Lingkungan Kerja, Dan Komitmen (Studi Kasus Madrasah Di Lingkungan Yayasan Salafiyah, Kajen, Margoyoso, Pati). *Jurnal Unimus*, 8(2).
 20. Raharjo, S. T., & dan Nafisah, D. (2006). Analisis pengaruh gaya kepemimpinan terhadap kepuasan kerja, komitmen organisasi dan kinerja karyawan (Studi empiris pada Departmen Agama Kabupaten Kendal dan Departmen Agama Kota Semarang). *Jurnal Studi Manajemen dan Organisasi*, Volume 3, Nomor 2.
 21. Robbins, & Stephen, P. (2007). *Organizational Behaviour*. 12nd edition. Upper Saddle River: New Jersey
 22. Schuler, R. S., dan Jackson, S. E. (2003). *Manajemen Sumber Daya Manusia; Menghadapi Abad Ke-21*. Edisi Ke-Enam. Jakarta: Erlangga.
 23. Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia, Reformasi Borokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.
 24. Septiani, M., Sunuharyo, B. S., & dan Prasetya, A. (2016). Pengaruh Komitmen Organisasional Terhadap Disiplin Kerja dan Kinerja Karyawan (Studi Pada Karyawan AJB Bumiputera 1912 Cabang Celaket Malang). *Jurnal Administrasi Bisnis (JAB)*, 40(2).
 25. Simamora, H. (2011). *Manajemen sumber daya manusia*, edisi keempat, cetakan pertama, Yogyakarta: YKPN.
 26. Sinambela, L. P. (2012). *Kinerja Pegawai Teori Pengukuran dan Implikasi*. Yogyakarta: Graha Ilmu.
 27. Singarimbun, M., & dan Effendi, S. (2012). *Metode Penelitian Survey*. Jakarta: LP3AES.
 28. Soegihartono, A. (2012). Pengaruh kepemimpinan dan kepuasan kerja terhadap kinerja dengan mediasi komitmen (di PT. Alam Kayu Sakti Semarang). *Jurnal Mitra Ekonomi da Manajemen Bisnis*, 3(1).
 29. Sutrisno. (2011). *Sumber Daya Manusia*, Surabaya: Gramedia,
 30. Suwatno dan Priansa, D. J. (2011). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
 31. Terry, George, R. (2003). *Prinsip-prinsip Manajemen*. Cetak ketujuh, Jakarta: Bumi aksara.
 32. Yulk, G. (2010). *Kepemimpinan dalam Organisasi*, Edisi Kelima. Jakarta: PT. Indeks
 33. Wibowo. (2012). *Perilaku Dalam Organisasi*. Jakarta: RajaGrafindo Persada.