

## **The Effect of Leadership, Organizational Commitment and Work Motivation on Employee Performance at The Education Office of Labuhanbatu Utara Regency**

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### **ABSTRACT**

*The success of an agency depends on the performance of employees. Employee performance is influenced by several factors, including leadership, organizational commitment, and motivation. The problem that will be studied in this research is whether there is an influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency either simultaneously or partially. The sampling technique used the census method (saturated sample), which took all members of the population into the research sample, amounting to 42 people. The analytical model used in this research is validity and reliability test, classical assumption test, multiple regression analysis, partial hypothesis testing. Simultaneous hypothesis testing and coefficient of determination with the help of the IBM SPSS for windows 23.0 program. The results of the research using SPSS 23, the multiple regression equation  $Y = 41.997 + 0.385X_1 + 0.213X_2 + 0.349X_3$ . Test the significance of the regression equation with the  $F$  test  $t_{count} = 5, 115$  with a significance value of  $0.000 < 0.05$ , which means that simultaneously there is a positive influence between leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency either simultaneously or partially. The results of the partial test of the leadership variable obtained  $t_{count} = 5.550$  with a significance value of  $0.000 < 0.05$ , for the organizational commitment variable obtained  $t_{count} = 3.870$  with a significance value of  $0.002 < 0.05$  and the motivation variable obtained  $t_{count} = 4.310$  with a significance value of  $0.000 < 0.05$ . The magnitude of the coefficient of influence simultaneously between leadership, organizational commitment and motivation is 51.7%. Based on the results of the study, it can be concluded that leadership, organizational commitment and motivation have a positive influence on employee performance at the Education Office of Labuhanbatu Utara Regency.*

**Keywords: Leadership, Organizational Commitment, Motivation, Employee Performance**

## INTRODUCTION

The Education Office is the implementing element of government affairs in the education sector led by the Head of the Service who is under and responsible to the Regent. The Education Office has the task of assisting the Regent in carrying out government affairs and assistance tasks in the field of education based on the functions and provisions in their respective regions. The results of the work given cannot be separated from the elements of employees who are at the Labuhanbatu Utara Regency Education Office. Within the scope of the desired achievements in official institutions, it is necessary to look at various aspects within the service.

To create high performance in the education office of Labuhanbatu Utara Regency, it is necessary to increase optimal work and be able to utilize the potential of human resources possessed by employees to create organizational goals, so that it will make a positive contribution to organizational development. Therefore, the organization encourages employees to be able to excel and be able to create a conducive and conducive situation so that employees will not experience boredom, boredom, and lazy to work which results in slack spirit. In addition, organizations need to pay attention to various factors that can affect employee performance, in this case it is necessary to have an organizational role in improving effective and efficient performance, in order to encourage the creation of professional attitudes and actions in completing work in accordance with their respective fields and responsibilities (Kuddy, 2017).

Factors that affect employee performance include: motivation, job satisfaction, stress level, physical condition of the job, compensation system, job design, commitment to the organization and other economic, technical and behavioral aspects (Handoko 206:193).

If the employees of the Labuhanbatu Utara Regency Education Office are able to work well in producing an item if they have interest and enthusiasm in carrying out the work. Employee interest and enthusiasm will be formed if the leader understands his obligations to employees where the obligation here is to be able to foster, direct, and understand how to treat employees based on humanitarian principles and appreciate that employees are implementers in company activities (Meidizar, et al, 2016).

The purpose of the Labuhanbatu Utara Regency Education Office is not only achieved as planned, but also a good work enthusiasm must be realized from the employees, to create this atmosphere, the leader tries to influence the behavior of subordinates to work together to achieve organizational goals (Sutrisno, 2019: 216). Leadership organizational commitment is also important because Organizational Commitment is another term for organizational commitment. According to Mahadin Shaleh (2018: 50) organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to persist as members of the organization (Mahadin Shaleh, 2018: 50). In addition to organizational commitment, motivation can also

affect employee performance. According to Sudarmo in (Sutrisno 2019:111) which states that: "The motivation to work is very important for the high and low productivity of the company, without the motivation of employees to work together for the benefit of the company, the goals that have been set will not be achieved, on the contrary if there is high motivation of employees, then this is a guarantee for the success of the company in achieving its goals.

Based on the results of research conducted, there are problems in leadership where the leadership lacks attention to employees so that employees feel less cared for, and leaders are less trying to influence and encourage their employees. Therefore, leadership is very much needed if the Labuhanbatu Utara Education Office agency wants to achieve its goals. Then the problem of organizational commitment at the Labuhanbatu Utara Regency Education Office is that it does not provide what is actually the responsibility of employees. Furthermore, the problem of motivation for employees of the Labuhanbatu Utara Education office is the lack of motivation and direction given by the leadership, there are still employees who are less enthusiastic in carrying out the work they are doing because there is no more encouragement from superiors so that employees are less enthusiastic when working and do not like the work that has been done. given. From the problems that exist in the Labuhanbatu Utara Education office, it is related to employee performance because there are still employees who procrastinate on work. The existence

of conditions where employees cannot pay attention from existing leaders which results in decreased employee performance.

Based on the existing problems, the researcher wants to investigate further about the problems that occur in the Labuhanbatu Utara Regency Education Office. The research problems are: 1) Is there any influence of leadership on employee performance at the education office of Labuhanbatu Utara Regency. 2) Is there an effect of organizational commitment on employee performance on employee performance at the education office of Labuhanbatu Utara Regency. 3) Is there any influence of motivation on employee performance at the education office of Labuhanbatu Utara Regency. 4) Is there any influence of leadership, organizational commitment, and motivation on employee performance at the education office of Labuhanbatu Utara Regency. The objectives of this study are: 1) To determine the effect of leadership on employee performance at the education office of Labuhanbatu Utara Regency. 2) To determine the effect of organizational commitment on employee performance at the education office of Labuhanbatu Utara Regency. 3) To determine the effect of motivation on employee performance at the education office of Labuhanbatu Utara Regency. 4) To determine the effect of leadership, organizational commitment and motivation on employee performance on employee performance at the education office of Labuhanbatu Utara Regency. While the benefits of this research are 1) Theoretical

Benefits, namely this research is expected to provide an overview of the development of concepts, principles or theories of human resource management related to the influence of leadership, organizational commitment and motivation on performance at the education office of Labuhanbatu Utara Regency. 2) Practical Benefits, which is expected through this research to provide benefits for all parties, in general for the organizational environment, and in particular for employees at the education office of Labuhanbatu Utara Regency in terms of the influence of leadership and organizational commitment that can motivate and improve their performance.

## **LITERATURE REVIEW AND HYPOTHESES**

### **Leadership**

Leadership is the ability to influence a group to achieve a certain vision or set of goals. The source of this influence can be formal, such as that given by a managerial position in an organization. According to Mesiono (2016: 62) leadership is an activity/process, the art of persuading, influencing other people or groups to work together in achieving common goals which depends on the level of interaction between leaders, followers and the situation. Meanwhile, according to Sutrisno (2019: 213), leadership is a process of one's activities to move other people by leading, guiding, influencing others, to do something in order to achieve the expected results. Hasibuan (2016:13) argues that leadership is the style of a leader to influence his

subordinates, to want to work together and work effectively in accordance with his orders. From the definitions above, it can be concluded that leadership is an ability that exists within a person to lead, influence, and direct other people or members in an organization to carry out activities in achieving a certain goal.

According to Michael W. Grojean *et.al* in Busro (2018:237) argues that "Factors that affect leadership effectiveness are ethical values in leading organizations". Leaders must apply ethical values such as setting an example, motivating, supervising and encouraging their subordinates.

The researcher concludes that the factors that influence the leadership of a superior, namely the knowledge and skills possessed by the leader can be obtained from education, training, initiative and personal development as well as task experience. so being a good leader we can actually develop ourselves through self-development and positive associations.

To measure leadership, the researcher uses the following indicators: traits, habits, temperament, character and personality.

### **Organizational Commitment**

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Samsuddin (2018:61) The notion of organizational commitment is a promise (agreement/contract) to do something. Promises to ourselves or to others that are reflected in our

actions. Commitment is a complete acknowledgment, as a true attitude that comes from the character that comes out from within a person. Utaminingsih (2014: 140) Definition of Organizational Commitment as the relative strength of individual identification related to their involvement as members of the organization, then this shows as a construct that affects individual behavior in the organization, which is interesting to study as the concepts of job satisfaction, job involvement, career development, current commitment, and intensity. entry and exit of employees in an organization. It can be concluded that organizational commitment is the attitude or authenticity of an employee's character or the sincerity of an employee towards an organization, and aims to be maintained in the organization.

Meanwhile, according to Steers in Sopiah (20-12) there are three factors that influence employee commitment to the organization, namely:

- a. Personal characteristics of workers, including their tenure in the organization, and the variations, needs and wants of each employee.
- b. Job characteristics, such as the identity of the task and the opportunity to interact with coworkers.
- c. Work experience, such as past reliability of the organization and the way other workers express and talk about their feelings about the organization.

Based on the description above, it can be concluded that the factors that influence commitment are

personal characteristics, such as age, years of service, achievement motivation which have a positive relationship with work commitment. It is also found that there is an influence of work and work experience of employees.

The indicators used to measure organizational commitment in this study are: employee willingness, employee loyalty and employee pride in the organization.

### **Motivation**

Motivation is a matter of how to direct the power and potential of subordinates, so that they want to work together productively and successfully achieve and realize the goals that have been determined. According to Usman in Mesiono (2015:126) motivation comes from the Latin " *Movere* " which means encouragement or driving force. Motivation is a process to activate motives into actions/behaviors to meet needs and achieve goals/states and readiness in individuals who encourage their behavior to do something in achieving goals. According to Umam (2018:159), he argues that motivation is something that gives rise to enthusiasm or work motivation. That is why, work motivation in work psychology is usually called work motivation. According to Afandi (2018:116) motivation is the encouragement of morale to employees in order to produce optimal performance. From the opinion above, it can be concluded that motivation is a concept that encourages individuals to direct their behavior towards the achievement of organizational goals where the

motivation is the desires and needs of the individual.

### **Performance**

Kasmir (2017: 182) argues that performance is the result of one's work and work behavior in a period, usually 1 year. Then performance can be measured from the ability to complete the tasks and responsibilities given. According to Pabundu (2014:121) performance is the results of the work function/activity of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time. Various types of work carried out by employees, of course, require clear criteria, because each type of work has different standards regarding the achievement of the results. From the description according to the experts above, it can be concluded that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time.

### **Hypothesis**

The hypotheses in this study are as follows:

- H<sub>1</sub> : There is an influence of leadership on employee performance at the Labuhanbatu Utara Regency Education Office.
- H<sub>2</sub> : There is an effect of organizational commitment on employee performance at the Education Office of Labuhanbatu Utara Regency.
- H<sub>3</sub> : There is an influence of motivation on employee

performance at the Education Office of Labuhanbatu Utara Regency.

- H<sub>4</sub> : There is an influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

### **RESEARCH METHODS**

This study uses an associative research approach, namely research to determine the relationship between the two (or more) variables. Where the relationship between the variables in the study will be analyzed using statistical measures relevant to the data to test the hypothesis. Associative research according to Sugiyono (2016:36) is a study that aims to determine the relationship between two or more variables.

According to Sugiyono (2016:81) the sample is part of the number and characteristics possessed by the population. So the authors in the sampling technique using *nonprobability sampling* which includes saturated samples, namely the sampling technique when all members of the population are used as samples. So the number of samples and the permanent population are all employees at the Education Office of Labuhanbatu Utara Regency except for the leadership (Head of Service), as many as 42 employees of the Education Office.

The data collection technique in this study used a questionnaire that was distributed to employees at the Education Office of Labuhanbatu Utara Regency. The scale used in this study is the *Likert scale*. In this study the variables were measured by five

categories of degrees of agreement, namely "strongly agree" to "strongly disagree", normality test to test whether in the regression model the confounding or residual variables have a normal distribution. multicollinearity test is used to test whether the regression model found a strong and high correlation between the independent variables, the heteroscedasticity test aims to test whether in a regression there is an inequality of variance from the residuals of one observation to another observation.

**RESULTS AND DISCUSSION**

**Respondent Profile**

The following table presents 42 respondents from the Labuhanbatu Utara Education office who were sampled in this study based on age, gender, years of service, and education level.

Table 2. Profile of Respondents

Age Group	Amount	Percentage
< 25 years old	1	2.38%
25 – 35 years	4	9.52%
36 – 45 years	18	42.86%
> 45 years old	19	45.24%
Amount	42	100%
Gender	Amount	Percentage
Man	27	64.29%
Woman	15	35.71%
Amount	42	100%
Years of service	Amount	Percentage
0 – 5 Years	2	4.76%
6 – 10 Years	13	30.95%
11 – 20 Years	8	19.05%

21 – 30 Years	6	14.29%
> 30 Years	13	30.95%
Amount	42	100%
Education	Amount	Percentage
Postgraduate (S2)	11	26.2%
Bachelor degree)	26	61.9%
Diploma II (D3)	1	2.38%
High School/Equivalent	4	9.52%
Amount	42	100%

The table shows that based on age, some 45.24% of respondents are over 45 years old, and most of the respondents in this study are male, namely 64.29%. When viewed from the working period, there are two equal percentages, namely 6 to 10 years and above 30 years with 30.95% respondents and based on education, most of them are Bachelors, which is 61.9%.

**Multicollinearity Test Results**

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between variables (Ghozali, 2011: 91). To be able to determine whether there is multicollinearity in the regression model in this study, it is by looking at the VIF (*VarianceInflationFactor*) and *tolerance values* and analyzing the correlation matrix of the independent variables. The VIF value can be seen in table 4 below

Table 4. Multicollinearity Test Results

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.520	1,923
Organizational Commitment	.985	1.015
Motivation	.516	1,939

a. Dependent Variable: Employee Performance

Source: Data Processed by IBM Statistics SPSS 23, 2021

From table 4. It can be seen that the results show that all VIF values of the independent variables have values less than 10. The test results of the regression model show that there are no multicollinear symptoms in the regression model. This means that all the independent variables are suitable to be used as *predictors*.

**Heteroscedasticity Test Results**

The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance* from the residual of one observation to another observation. If the residual *variance* from one

observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity (Ghozali, 2011:94).

Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of a certain pattern on the *scatterplot graph* between the precision value of the dependent variable (ZPRED) and the residual value (SRESID). If there is a certain pattern that is regular, it indicates that heteroscedasticity has occurred. However, if there is no clear pattern and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

**Multiple Linear Regression Test Results**

The results of this study there are three independent variables Leadership (X<sub>1</sub>), Commitment (X<sub>2</sub>) Work Motivation (X<sub>3</sub>) and has one dependent variable, namely Employee Performance (Y). The regression model used is:

$$Y = a + b_1 X + b_2 X + b_3 X + c$$

Table 5. Multiple Linear Regression Test Results

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41,997	6,341		6.623	.000
Leadership	.385	.154	.321	5.550	.000
Organizational Commitment	.213	.129	.239	3.870	.002
Motivation	.349	.158	.368	4.310	.000

a. Dependent Variable: Employee Performance

Source: Data Processed by IBM Statistics SPSS23, 2021



Based on table 5 in the *Unstandardized Coefficients column* part B, it is obtained that the multiple linear regression equation can be seen as follows:

$$a = 41.997$$

$$b_1 = 0.385$$

$$b_2 = 0.213$$

$$b_3 = 0.349$$

$$e = 0.05$$

So that the multiple linear regression equation obtained is as follows:

$$\text{Employee Performance} = 41.997 + 0.385 \text{ Leadership} + 0.213$$

**Commitment + 0.349 Work Motivation**

**Hypothesis Test Results**

**t test results**

The t-test is a test to determine the significance of the effect of the independent variables (Leadership, organizational commitment and motivation) partially or individually explaining the dependent variable (employee performance). Partial t-test results can be seen in table 6, as follows:

Table 6. t test results

**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41,997	6,341		6.623	.000
Leadership	.385	.154	.321	5.550	.000
Organizational Commitment	.213	.129	.239	3.870	.002
Motivation	.349	.158	.368	4.310	.000

a. Dependent Variable: Employee Performance

Based on table 6 which shows that:

- Leadership influence variable ( $X_1$ ) has  $t_{count} = 5.550$  and  $t_{table}$  value is 1.685 then the value of  $t_{arithmetic} > t_{table}$  ( $5.550 > 1.685$ ) with a significant value of  $0.000 < 0.05$ . So that the results obtained reject  $H_0$  and accept  $H_a$ , thus it can be concluded that the Leadership variable ( $X_1$ ) partially has a positive and significant effect on the performance of the employees of the Labuhanbatu Utara Education Office.
- Commitment influence variable ( $X_2$ ) has  $t_{count} = 3.870$  and  $t_{table}$  value is 1.685 then the value of  $t_{count} > t_{table}$  ( $3,870 > 1,685$ ) with a significant value of  $0.002 < 0.05$ .

So that the results obtained reject  $H_0$  and accept  $H_a$ , thus it can be concluded that the Leadership variable ( $X_1$ ) partially has a positive and significant effect on the performance of the employees of the Labuhanbatu Utara Education Office.

- Leadership influence variable ( $X_1$ ) has  $t_{count} = 4.310$  and  $t_{table}$  value is 1.685 then the value of  $t_{arithmetic} > t_{table}$  ( $4.310 > 1.685$ ) with a significant value of  $0.000 < 0.05$ . So that the results obtained reject  $H_0$  and accept  $H_a$ , thus it can be concluded that the Leadership variable ( $X_1$ ) partially has a positive and significant effect on the performance of the employees

of the Labuhanbatu Utara Education Office.

(leadership, organizational commitment and motivation) on the independent variable (employee performance) can be seen in the following table:

**F Test Results**

The results of the simultaneous test of the dependent variables

Table 7. Test Result F ANOVA <sup>a</sup>

Model	SumofSquares	df	MeanSquare	F	Sig.
1 Regression	8,577	3	22.859	5.115	.000 <sup>b</sup>
Residual	169,828	38	4.469		
Total	178,405	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Organizational Commitment, Leadership

Source: Data Processed by IBM Statistics SPSS23, 2021

Based on the results of the Ftest in Table 7, it was found that the  $F_{calculated}$  was 5.115 with a significance level of 0.000. Because  $F_{count} > F_{table}$  (5,115 greater than 2.85) and a significance level of  $0.000 < 0.05$ , it can be stated that the independent variables which include leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) are significantly simultaneous or jointly have a significant effect on the employee performance variable (Y) at the Education Office of Labuhanbatu Utara Regency.

**Coefficient of Determination Test Results (  $R^2$  )**

The coefficient of determination ( $R^2$ ) essentially measures how far the regression model's ability to explain the variation of the dependent variable is. The value of the coefficient of determination is between zero and one (Ghozali, 2011). The value of the coefficient of determination can be seen in table 8 below:

Table 8. Coefficient of Determination Test Results

**Model Summary <sup>b</sup>**

Model	R	RSquare	AdjustedRSquare	Std.ErroroftheEstimate
1	.719 <sup>a</sup>	.517	.427	2.114

a. Predictors: (Constant), Motivation, Organizational Commitment, Leadership

b. Dependent Variable: Employee Performance

Source: Data Processed by IBM Statistics SPSS 23, 2021

Based on Table 8, it can be seen that the SPSS 23 model *summary output display the* magnitude of R Square ( $R^2$ ) is 0.517. This means that the performance of employees (Y) at the Education Office of Labuhanbatu Utara Regency can be explained by

independent variables (leadership, organizational commitment and motivation) of 51.7%. While the rest of ( $100\% - 51.7\% = 48.3\%$ ) is explained by other reasons outside this research model

**Research Discussion****The Effect of Leadership on Employee Performance**

From the partial hypothesis test (t test) where the results obtained are: leadership ( $X_1$ ) has a positive influence on employee performance (Y) at the Labuhanbatu Utara Regency Education Office, the t test results (partially) the leadership variable ( $X_1$ ) has a value The  $t_{count}$  is 5.550 with the  $t_{table}$  value Of 1.685, so it can be interpreted that the  $t_{count} > t_{table}$  and the significance level is  $0.000 < 0.05$ . It can be concluded that leadership ( $X_1$ ) has a positive and significant influence on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency. So the hypothesis  $H_0$  is rejected because there is an influence of leadership on employee performance at the Labuhanbatu Utara Regency Education Office.

The results of this study are supported by research conducted by Isvandiary and Idris (2018) which shows that there is a positive and significant influence of leadership on employee performance. And previous research conducted by Putro (2019) showed that there was a positive and significant influence on leadership on employee performance.

Thus from the results of the study it can be concluded that there is an influence of leadership on employee performance at the Education Office of Labuhanbatu Utara Regency.

**The Effect of Organizational Commitment on Employee Performance**

From the partial hypothesis test (t test) where the results obtained are:

the commitment variable Organizational commitment ( $X_2$ ) has a positive and significant effect on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency, where organizational commitment ( $X_2$ ) has a  $t_{count}$  value of 3.870 with a  $t_{table}$  value of 1.685 which means  $t_{count}$  is greater than  $t_{table}$  and the level of significance is  $0.002 < 0.05$ . So it can be concluded that organizational commitment ( $X_3$ ) has a positive and significant effect on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency, so hypothesis  $H_0$  is rejected, meaning that there is an influence of organizational commitment on employee performance at the Education Office of Labuhanbatu Utara Regency.

The results of this study are supported by research conducted by Cahyani, Sundari and Donoran (2020) shows that there is a positive and significant effect of commitment organization on employee performance. And previous research conducted by Pane and Fatmawati (2017) shows that there is a positive and significant influence on commitment.

Thus from the results of the study it can be concluded that there is an influence of commitment organization on employee performance at the Labuhanbatu Utara District Education Office.

**The Effect of Motivation on Employee Performance**

From the partial hypothesis test ( $t_{test}$ ) where the results obtained are: the motivation variable ( $X_3$ ) has a positive and significant influence on employee performance (Y) at the

Labuhanbatu Utara Regency Education Office, where motivation ( $X_3$ ) has a  $t_{\text{count}}$  value of 3,410 with the value of  $t_{\text{table}}$  is 1.685, which means  $t_{\text{count}}$  is greater than  $t_{\text{table}}$  and the significance level is  $0.000 < 0.05$ . So it can be concluded that motivation ( $X_2$ ) has a positive and significant effect on employee performance (Y) at the Labuhanbatu Utara Regency Education Office, so Hypothesis  $H_0$  is rejected, meaning that there is an influence of motivation on employee performance at the Labuhanbatu Utara Regency Education Office.

The results of this study are supported by research conducted by Meidazar and Rustono (2016) which shows that there is an influence of motivation on employee performance and research conducted by Jufrizen (2017) shows that there is a significant influence of motivation on employee performance.

Thus from the results of the study it can be concluded that there is an influence of motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

### **The Influence of Leadership, Organizational Commitment and Motivation on Employee Performance**

Test the hypothesis simultaneously (together) leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) have a simultaneous influence on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency, where leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) has a calculated F value of 5.115 with a significance

level of 0.000. Because  $F_{\text{count}} > F_{\text{table}}$  (5,115 greater than 2.85) and a significance level of  $0.000 < 0.05$ , it can be stated that the independent variables include leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) simultaneously or jointly affect the employee performance variable (Y). The results of this study are in accordance with the framework (theory) which states that there is an influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

From the results of the study it is known that the magnitude of the influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency is 0.517 or 51.7% (same as the coefficient of determination) with a significance probability value of 0.000 which means less than 0.05. So that it can be interpreted that employee job satisfaction at the Education Office of Labuhanbatu Utara Regency is influenced by the variables of leadership, organizational commitment and motivation and the remaining 48.3%, the performance of employees at the Education Office of Labuhanbatu Utara Regency is influenced by other factors outside the variables in this study.

Thus from the results of the study it can be concluded that there is an influence of leadership, organizational commitment, and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

### Conclusion

Based on the results of the research and discussion that have been described, it can be concluded as follows:

1. testing (t test) concluded that leadership partially has a positive and significant effect on employee performance at the Labuhanbatu Utara Regency Education Office, where  $t_{\text{count}}$  is  $5.550 > t_{\text{table}}$  is  $1.685$  and significance is  $0.000 < 0.05$
2. testing (t test) concluded that organizational commitment partially has a positive and significant effect on employee performance at the Education Office of Labuhanbatu Utara Regency, where  $t_{\text{count}}$  is  $3.870 > t_{\text{table}}$  is  $1.685$  and significance is  $0.002 < 0.05$
3. testing ( $t_{\text{test}}$ ) concluded that motivation partially has a positive and significant effect on employee performance at the Labuhanbatu Utara Regency Education Office, where  $t_{\text{count}}$  is  $4.310 > t_{\text{table}}$  is  $1.685$  and significance is  $0.000 < 0.05$
4. testing (f test) concluded that leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) simultaneously or jointly have a significant effect on employee performance at the Education Office of Labuhanbatu Utara Regency, where  $t_{\text{count}}$  of  $5.115 > t_{\text{table}}$  of  $2.85$  and a significance of  $0.000 < 0.05$

### Suggestion

Based on the conclusions described above, the authors provide some suggestions as follows:

1. Leadership  
Leaders should attend communication education and

training or attend leadership training.

#### 2. Organizational Commitment

Take an approach so that employees want to work optimally by providing encouragement both morally and materially.

Involving all employees in organizational activities so that employees feel they have the organization.

#### 3. Motivation

Provide education and training so that employees are able to work effectively and efficiently.

4. For the next researcher, it is expected to add research variables which, of course, affect performance and is expected to increase the number of samples more many with more diverse characteristics and produce research that even better.

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