

# Influence of Leadership Style and Organizational Commitment to Employee Work Performance in Regional Companies in Indonesia

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## Abstract

*This research was conducted to find out the influence of leadership style on work performance, to find out the influence of organizational commitment to work achievement, and to find out the influence of leadership and organizational commitment to regional company work performance in Indonesia. This research is associative research with a quantitative approach. Data analysis techniques use multiple linear regression. The data used is primary, which is data obtained directly from the research object through the dissemination of questionnaires to 77 respondents. The results showed that leadership style had a positive and significant effect on work performance. Organizational commitment has a positive and significant effect on work performance. Leadership style and organizational commitment have a positive and significant effect on work performance.*

## Keywords

leadership style; organizational commitment; work performance



## I. Introduction

Human resources have a major role for individuals as well as groups and human resources as an important factor for the smooth running of business activities, even the company's lag is very dependent on the existence of human resources. Therefore, to improve good performance, every company must pay attention and regulate the existence of its employees (Kosasih, 2015). In the world of work, leadership plays an important role in the sustainability of the organization and even the sustainability of the organization's life. The role of leadership is very strategic as one of the determinants of the success of achieving the vision, mission, and operational plan of the organization. So important is the role of leadership in an organization becomes a focus that attracts the attention of researchers in the field of organizational behavior Syarif, 2008). Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The real foundation in an organization is performance. If there is no performance then all parts of the organization cannot be achieved. The success of an organization is largely determined by the role of the leader, because the leader is responsible if there is a failure in carrying out his activities, and vice versa the success of a leader can be seen in

leading an organization to influence others. move and implement the objectives of the organization's mission vision. Synergy, coordination, good cooperation between leaders and subordinates (Damayanti, 2016; Supardi & Wibawa, 2022).

Leaders have a role in directing or even explaining the activities that employees must do. Leaders give direction on what to do in achieving goals. Leadership style and employee commitment are very influential in trying to achieve optimal organizational goals in improving work performance in an organization. This of course must also be supported by employees towards the organization which is known for organizational commitment. An employee's commitment is very influential in the work process or even activities that occur between companies or workplaces, the commitment of an employee. To work optimally and committed professionals can hold firm and realize what should and what has been decided, either team or with others (Kosasih, 2015; Putra et al., 2021). Employees who are committed to the company will contribute to increased productivity, cost reduction, and quality improvement.

Based on initial observations in obtaining employee work performance that has not reached satisfactory limits, it is necessary to analyze whether the work performance can be improved by leadership and organizational commitment. As a study (David, 2019); The influence of transformational leadership style and organizational commitment to employee work performance at PDAM Tirta Equator Pontianak. The results showed that simultaneously transformational leadership style and organizational commitment have a significant effect on work performance and in part, both transformational leadership style and organizational commitment have a significant effect on the work achievements of PDAM Tirta Equator Pontianak. Furthermore, research from (Bambang Raditya Purnomo, Anis Eliyana, 2020) Influence of Leadership Style, Organizational Culture and Job Satisfaction on Work Performance with Organizational Commitment as Intervening Variables. Based on the results and foundation of research theory that has been developed previously shows that organizational culture and organizational commitment and organizational commitment can have a direct and significant effect on the appreciation of performance in the East Java Regional Revenue Office of Surabaya City. While leadership style and job satisfaction did not have a significant effect on the appreciation of work achievement.

## **II. Review of Literature**

Human resource management (HR) is part of planning management such as organizational preparation, direction, and also handling of human resources, namely people who can contribute and have readiness for stakeholder goals by paying attention to human welfare so that they can work together. contribute to the success of the organization. In this case HRM has several functions, policies such as recruitment, selection, compensation, development, evaluation, retention, promotion and so on. The function of human resource management is to implement and manage human resources appropriately so that the organization / company can run effectively, to achieve the goals that have been made, and can be developed and maintained so that organizational functions can be balanced and efficient.

The quality of human resources cannot be separated from the work of professional employees, so it is expected that high-quality human resources will appear in professional people who have the expertise used to assess and shape their image. The success of an organization is determined by the management of increasingly qualified human resources. This is a challenge for human resource management in the face of the increasing diversity of human resources.

## 2.1 Leadership Style

Leadership style is a way that a leader uses to influence his subordinates or employees, typical of the style of a leader who gives signs of a pattern of behavior that can encourage his men to do or do a job as ordered. To understand the leadership style we know in advance the understanding of leadership according to experts. It is as follows (Garry, 2010; Prawira et al., 2012) says that: Leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. So according to House, it can be said that leadership is a way to influence and motivate others so that the person will contribute to the success of the organization.

Wahjousumidjo (2010) quotes Terry's application that "Leadership is an influencing activity carried out voluntarily for group purposes". Based on the understanding of leadership can be interpreted that leadership is a person's ability to influence, move, encourage, control others or subordinates to do something work on his consciousness and make a contribution to achieve a goal. In leadership, it has to do with leadership style.

Leadership style is an important aspect of achieving and enhancing the success of one's leadership in an organization (Wehrich, H and Koontz, 2017; Sidiq, 2019) Leadership (leadership) is the process of social influence, i.e. life that affects the life of lai, the force that influences the behavior of others to achieve certain goals. Effective leadership is intended to be leadership oriented towards the effectiveness of achieving goals and the efficiency of the use of resources for the achievement of goals. In this case the use of participation management techniques becomes more important in managing effectiveness to maximize output (yield), and efficiency to minimize input (Cost).

## 2.2 Organizational Commitment

Having a strong desire or determination, working hard and believing in the acceptance of the values and goals of the organization is an attitude of commitment. According to (Pangabean, 2016) commitment is the strong introduction and involvement of a person in a particular organization. The design of the commitment party tends to engage in a consistent line of activity because it considers the cost of carrying out other activities to stop working).

According to (Robbins, Stephen P. and Coulter, 2010), maintaining membership and supporting a particular organization becomes an organizational commitment. The success of the goals achieved by an organization or company depends on the work commitment of employees. (Luthan, 2012) states that tu is an ongoing process in which employees of the organization express their concern for the organization and uphold the employee's sense of loyalty to the organization. (Garry, 2010) states that: a situation in which an employee sided with an organization with the purpose and desire to retain employees in that organization is called an organizational commitment. (Robbins, Stephen P., and Judge, 2008) expressed opinions about employee characteristics in organizational commitments, namely (a). have confidence and acceptance of the values and goals of the organization. (b) have the desire to strive to do the best for the organization. (c) have a great desire to become an employee of the organization. Robert M Morgan, (2017) that organizational commitment is high if:(1). There is confidence in accepting the values and goals of the organization.2) There is a willingness to strive to be able to achieve organizational goals. (3). There is a willingness to be able to survive as an employee of the organization.

According to (Richard M. Steers, 2015; Achmad, 2021) that there are 2 (two) approaches in organizational commitment based on behavior and based on attitude. The behavioral approach focuses on the commitment of the individual's behavior. (Robert M

Morgan, 2017) suggests that organizational commitment is defined through two approaches, namely (a). Behavior Commitment: This approach views commitment as employee behavior that is considered a commitment-breaking if the employee decides to be bound by the organization. Behavioral commitment is referred to as continuity commitment. Behavioral Commitment focuses on processes involving individual time so as to make it tied to the organization or in other words someone who is committed to the company means depending on his past activities, "investment". Such as seniority, retirement, and others that if abandoned will not be able to be taken back. (b) Attitude Commitment. Attitudinal Commitment or affective commitment is the existence of an affix or emotional catalytic to the organization, where individuals who have a high commitment will identify themselves, engage and enjoy their members in a particular organization.

Furthermore, according to Milward (Robbins, Stephen P., and Judge, 2008) that commitment is seen in a way, namely calculative and affective. Calculative commitment deals with moral engagement that negates instrumental attachment to the organization. Affective commitment is concerned with moral engagement that signifies a non-instrumental emotional attachment to the organization through the internalization of organizational values.

Aspects of commitment according to the concept (Meyer Dan Elen, 2010; Nurwati & Achmad, 2021) there are 3 namely: a) Affective Commitment. An Affective Commitmentmer is someone who becomes a member of an organization because it wants to want to, this includes the emotional state of the employee to combine, adjust, and blend directly within the organization. Effective commitment is more focused on the attitudes and emotional attachments of employees, to whom employees identify themselves and employee involvement in an organization.

This effective commitment is developed more specifically about work experience in an organization. If employees feel well treated, for example appropriate salary opinions or participating in decision making tend to develop effective commitments. b). Sustainable Commitment, Sustainable Commitment weakens the commitment made to the rewards that employees expect to remain in the organization. In other words, a person becomes a member of the organization because they feel they need to). The emphasis on this commitment to continue is based on the employee's perception of the harms he will face if he or she leaves the organization. This commitment is a consistent activity. When an individual no longer continues his activities in an organization, there will be a feeling of loss. c.)

Normative Commitment. Normative commitment is someone who becomes a member of an organization because they feel compelled to do something (should), this includes the employee's feelings towards the obligation to stay in the organization. This normative commitment is more to the organization. Reflecting on the individual's perception of norms, accepted behavior arises as a result of the process of socialization or cultural consequences, and is also influenced by the organization. Normative commitments take root in the minds of individuals feeling "indebted" to the organization arising from the organization's treatment of employees, for example with the salaries they receive, or by the training they participate in. This feeling of debt continues to grow until they feel balanced.

### **2.3 Job Performance**

The improvement of work performance is often done by various organizations to achieve the goals and objectives that have been set, while the understanding of performance itself must be understood so that its application does not deviate from the meaning and substance of the performance itself is also a work achievement. In the

framework of human resources (HR) development, the work performance of an employee in an organization is needed in achieving work performance for the employees themselves and also for the success of an organization.

According to Bernardin and Russel (2010) defines work performance is a record of results obtained through certain work functions or activities within a certain time. (Mangkunegara, 2008; Supardi & Chandrarin, 2021) states that work performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Then Malayu (2015) states that work performance is a result of work achieved by a person in carrying out tasks assigned to him based on expertise, experience and sincerity and time. (1). Performance factor. Employee work performance is very important in ensuring the survival of the organization in achieving the achievements it carries based on expertise, experience, and sincerity and time. Work performance is the result of work achieved by a person from his work behavior in carrying out work activities.

According to (Sastrohadiwiryo, 2010) stated that work performance is the performance achieved by a workforce in carrying out the tasks and work given to him.

According to (Jakson and Maltis, 2014; Sidiq et al., 2021) stated that many factors can affect work performance such as ability, motivation, support received, the existence of the work they do and organizational relationships. Factors that can affect employee work performance are motivation, education, work discipline, job skills, work ethic, health, income level, environment, and work system, technology, production facilities, social security, management and achievement opportunities. Optimal work prestige in addition to being driven by session motivation and adequate level of ability is also influenced by the opportunities provided and a conducive environment. That is, even if there are those who want and can afford it, it can be a hindrance.

Various factors that affect work performance are: (a). The quality of work includes accuracy of accuracy, neatness in carrying out tasks and skills in doing work; (b). the quantity of work includes the output and work target in the quantity of work; (c). learning ability includes the ability of employees to be assessed for something related to work duties and procedures, the use of work tools and techniques for their work; (d). Job adjustment is an indicator of job assessment that is reviewed from the employee's ability to carry out freelance work and the speed of thinking and acting in work; (e). cooperation or employment relations include an assessment based on the employee's attitude towards fellow colleagues and the employee's attitude towards the boss; (f). work responsibilities and initiatives are carried out if employees have ideas and dare to express and can be responsible for everyone done; (g) discipline where the representation is based on the compliance of employees to predetermined regulations in both time discipline and work discipline.

According to (Mangkunegara, 2008; Supadri et al., 2022) it is mentioned that there are factors that affect the achievement of work performance, namely: (a). Motivational factors are formed from the attitude (attitude) of an employee in dealing with work situations. Motivation is a condition of moving employees who are directed to achieve organizational goals. (b). Ability Factor. Psychologically, the ability of employees consists of potential abilities (IQ) and reality abilities (education). That is, employees who have a high IQ with adequate education to work and have skills in doing work, it will be easier to achieve the expected performance and work performance of employees.



## 2.4 Problem Formulation

Based on this background, research problems can be formulated as follows:

1. Does leadership style have a positive and significant effect on employee work performance?
2. Whether the organization's commitment has a positive and significant effect on employee work performance?
3. Does the leadership style and organizational commitment have a positive and significant effect on employee work performance?

## 2.5 Research Place

Ini's research was conducted in the environment of drinking water companies in the regional government network of Gorontalo Regency, Indonesia.

## 2.6 Research Instruments

These Research Instruments are as follows:

**Table 1.** Leadership Style instrument (X1)

No.	Indicators	Item Number
1	Ability to make decisions	1
2	Motivating ability	1
3	Ability to communicate	1
4	Ability to control subordinates	1
5	Accountability	1
6	Ability to control emotions	1
Total		6

**Table 2.** Organizational Commitment Instruments (X2)

No.	Indicators	Item Number
1	Have trust and accept the goals and values of the organization	1
2	Desire to strive to achieve organizational goals	1
3	Have a strong desire to survive as a member of the organization	1
Total		3

**Table 3.** Employee Work Performance Instruments (Y)

No.	Indicators	Item Number
1	Level of discipline	1
2	Ability level	1
3	Novaive behavior	1
Total		3

To filter the formatting of each variable studied, then in this study used questionnaires where the question on each indikator of each variable studied was used on the likert scale with (five) alternative measurement answer options using the likert scale as follows: Strongly agree = value 5, Agree = value 4, Simply agree = value 3, Disagree = value 2, Disagree = value 1.

### III. Research Method

#### 3.1 Data Collection

The data collection method in this study was carried out through literature studies and field studies, namely by observation, documentation and dissemination of questionnaires on 77 samples taken by the population census method.

#### 3.2 Data analysis techniques

The data analysis technique used to test the proposed hypothesis and analyze the proposed variable is a qualitative analysis of multiple linear regression analysis models to analyze the influence of free variables on bound variables, namely:

$$Y = B_0 + B_1X_1 + B_2X_2$$

Where:

Y: Employee Achievement

X1: Leadership style

X2: Organizational Commitment

B0: Constant Value

B1, B2: *Coeffisient Regression*

Analyze research data using SPSS Application Version 23.

### IV. Result and Discussion

#### 4.1 Descriptive Analysis of Leadership Style Variables (X1)

Based on the recapitulation of respondents' answers obtained the following frequency distribution.

**Table 4.** Descriptive Analysis of Leadership Style Variables (X1)

Indicators	Number of respondents per answer weight					Average
	STS	TS	CS	S	SS	
1	-	-	1	32	44	4,56
2	-	-	7	22	48	4,53
3	-	-	6	32	39	4,43
4	-	-	3	35	39	4,47
5	-	-	1	34	32	4,27
6	-	-	2	29	42	4,47

Table 4. It showed that 44 respondents strongly agreed if the leader's style showed the ability to make the right decisions in a fast time. 48 respondents strongly agreed that leaders have a leadership style that can motivate employees to work well. 39 respondents strongly agreed if the leader can communicate well, 39 respondents strongly agreed if the leader is able to control subordinates well, 34 respondents agreed if the leader has high responsibility and 42 respondents strongly agreed if the leader has a leadership style that is able to control emotions well.

When viewed from the average of the respondents' answers, then the highest average is in the ability of the illustrator in making decisions that are worth 4.56. Praising that the leadership style run by the company puts it into a high test that leaders have the ability and expertise to make company decisions appropriately and quickly. While the lowest average is in the fifth indicative (4.27) which is in the ratio of responsibilities.

#### 4.2 Descriptive Analysis of Organizational Commitment Variables (X2)

Based on the recapitulation of respondents' answers, the frequency distribution is obtained as follows.

**Table 5.** Descriptive Analysis of Organizational Commitment Variables (X2)

Indicators	Number of respondents per answer weight					Average
	TS	TS	CS	S	SS	
1	-	-	10	4	33	4,30
2	-	-	3	9	35	4,42
3	-	-	10	4	43	4,43

Table 5 respondents agreed that the organization's commitment shows that the company can foster employee confidence in the company's goals and values. 39 Respondents agreed that the Company can make employees try to achieve the company's goals and 43 respondents strongly agreed if the organization's commitment indicated whether the company can make employees have a strong desire to survive as employees of the company.

The answer to the average weight of the highest respondents was that the indikator had a strong desire to survive as a member of the organization, 4.43. It puts a committed organization so that employees stay afloat as part of the company. While the lowest average is in the first indikator (4.30) i.e., the indikator has confidence and accepts the goals and values of the organization. It shows that the organization's commitment has not been optimal in fostering trust in employees regarding the goals and values that must be achieved.

#### 4.2 Descriptive Analysis of Work Performance Variables (Y)

Based on the recapitulation of respondents' answers, the frequency distribution is obtained as follows.

**Table 6.** Descriptive Analysis of Work Performance Variables (Y)

Indicators	Number of respondents per answer weight					Average
	TS	TS	CS	S	SS	
1	-	2	17	38	20	3,99
2	-	-	15	31	31	4,21
3	-	-	8	40	29	4,27

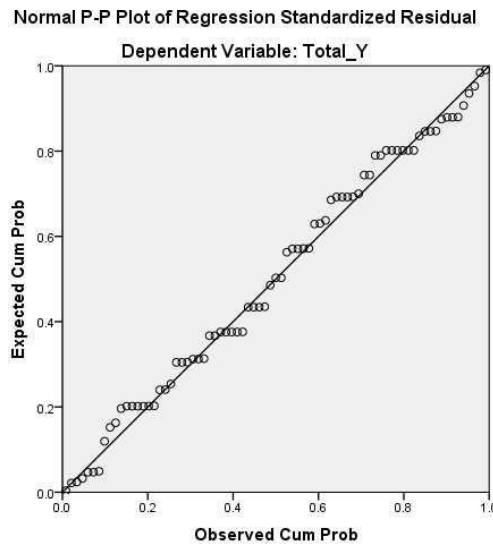
Table 6 showed that 38 respondents agreed that employees never violated company discipline rules, but 17 respondents agreed enough and 2 respondents disagreed. 31 Respondents agreed and 31 respondents strongly agreed that employees can do and complete work on time and 40 respondents agreed if employees always showed and put forward new job ideas.

When viewed from the average of the respondents' answers, then the highest average is in the third indicative with a weight of 4.27, namely novatif behavior. ini shows that the company's employees have good work performance in novatif behavior. While the lowest average is in the first indikator (3.99) which is in the discipline level of the illustrator. ini shows that the company's employees have not been optimal in showing good work performance related to the application of discipline in the company.



**4.3 Classic Assumption Test**  
**a. Normality Test**

The normality test is one part of the classical assumption test to assess the feasibility of the distribution of data in a group of data or variables, whether normal or undistributed. This test is useful for determining data that has been collected in normal distributions or taken from normal populations. Normality tests can use plot data graphs, which according to Gozali 2011), regression models are said to be distributed normally if the data plots (dots) depicting the data follow diagonal lines.



**Figure 1. Normality Test**

The data normality test in this study can be seen in Figure 5.1 where a indicates that the research data produces a point distribution that follows a diagonal line, so it can be concluded that the research data is usually distributed. Another normality test that can be used is the Smirnov Kolmogorov test. Normality tests are often used specifically to modify widely circulated statistical programs. In obtaining the Smirnov Kolmogorov normality test, that is, to compare the normal distribution of the standard with the distribution of data (which will be tested for normality), ini is the basic concept of the Smirnov Kolmogorov test.  $P < 0.05$  means that the data distribution is abnormal;  $p >$ .

The results of the data normality test with Kolmogorov Smirnov can be seen in table 7. Where it seems that significance indicates a value of 0.200 indicating  $p > 0.05$  means the distribution of normal data and can be continued at the next stage of analysis.

**Table 7. Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		<b>standardized Residual</b>
<b>N</b>		
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.47550001
Most Extreme Differences	Absolute	.066
	Positive	.054
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

### b. Multicollinearity Test

The Multicollinearity test is used to look at deviations from classical multicollinearity assumptions which are linear relationships between independent variables in regression models. The absence of multicollinearity is a prerequisite that must be met in the regression model. One method of testing that can be used is to look at the value of the inflation factor (VIC) in the regression model. Testing due to the absence of multicollinearity symptoms is done by looking at VIF (variance nflation factor) and value. The conclusion is that the regression model has no problem of multicollinearity if the VIF value is below 10.00 and the tolerance value is more than 0.100. The results of multicollinearity testing on research data can be seen in the following table:

**Table 8.** Multicollinearity Test  
Coefficientsa

Model		Collinearity Statistics	
		Tolerance	IF
1	tal_X1	2	429
	tal_X2	2	429

Based on Table 8 it is seen that the value VIF = 3.429 or smaller than 10 and the tolerance value = 0.292 or greater than 0.1; Then it can be concluded that the research data meets the requirements of multicollinearity.

### 4.4 Heteroskedasticity Test

Heteroskedasticity tests are used to determine the presence or absence of deviations from the classical assumption of heteroskedasticity, i.e. the lameness of residual variants for all observations on regression models. A prerequisite that must be met in regression models is the absence of symptoms of heteroskedasticity. One of the testing methods that can be used in the course is the Glesjer test, which is performed by stretching between independent variables and their absolute residual value ABS\_RES). If the significance value between the independen variable and the absolute residue is more than 0.05 then there is no problem of heteroskedasticity. The results of the heteroskedastity test of this research data can be seen in the following table:

**Table 9.** Heteroskedastity Test  
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	.131	.902		.471	.001
Total_X1	.034	.062	-.113	.543	.589
Total_X2	.079	.111	-.148	.712	.479

Based on table 9, it can be seen that the significance value between the independent variable and the absolute remaining is more than 0.05 then it can be concluded that the research data does not occur heteroskedasticity and can be continued with further analysis.

#### 4.5 Multiple Linear Regression Analysis

The results of the analysis of multiple linear regression in the study are as follows:

**Table 10.** Analysis of multiple linear regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	2.589	1.595		.623	.109			
Total_X1	.4259	.110	.411	.364	.021	.579	.265	.222
Total_X2	.225	.197	.199	.143	.026	.545	.132	.107

Based on table 10; multiple linear regression equations were obtained in this study, namely:

$$Y = 2.589 + 0.411X1 + 0.199X2$$

The ini equation can be interpreted as follows:

1. Constant 2.589; That is, if the leadership style and commitment of the organization is 0, then the performance of employees is constant at 2,589.
2. The leadership style variable (X1) Regression coefficient of 0.411 means that if the leadership power rises by 1 unit, then the work performance (Y) will increase by 0.411. The coefficient of positive value means that there is a straight comparison between leadership style and work achievement, the more the leadership style rises, the more it increases work achievement.
3. The organizational commitment variable regression coefficient (X2) of 0.199 means that if the organization's commitment rises by 1 unit, then work performance (Y) will increase by 0.199 units. The coefficient of positive value means that there is a straight comparative relationship between organizational commitment and work achievement, the more the organizational commitment goes up, the more it increases work achievement.

To analyze the simultaneous influence of leadership style variables and organizational commitment to work performance, it can be seen in the following table.

**Table 11.** Summary of Correlation and Determination Analysis Model

					R Square Change	F Change	df1	df2	Sig.F Change
1	.89 <sup>a</sup>	.346	.329	1.495	.346	19.613	2	74	.000

Table 11. Indicates that the coefficient R = 0.589. The F value is calculated at 19,613 with a significance level of 0.000 displayed simultaneously or jointly – both leadership style and organizational commitment have a positive and significant influence on work performance and their influence is quite strong. The RE coefficient or determination of 0.346 indicates the determination of leadership style variables and organizational commitment to work performance is 34.6% which means 34.6% of the work performance variables can be explained by leadership style and organizational commitment or by leadership style contributing 34.6% to work performance, while the influence of 65.4% of the contributions of other variables is not discussed in this study.

#### 4.6 Hypothesis Test Results

Based on table 11, the results of the research hypothesis test are: First hypothesis, Leadership style has a positive and significant influence on employee work performance. Based on table 11 it can be seen that the partial effect (t-test) showing a value of 2,364 with a significance level of  $0.021 < 0.05$  indicates that the leadership style has a positive and significant influence on work performance so that the first hypothesis can be accepted.

The second hypothesis, Organizational commitment has a positive and significant influence on employee work performance. Based on table 11, it can be seen that the partial effect (test t) shows a value of 1.143 with a significance level of  $0.026 < 0.05$  indicating that the organization's commitment has a positive and significant influence on work performance so that the second hypothesis is accepted.

Leadership style and organizational commitment have a positive and significant influence on employee work performance. Based on table 11, it can be seen that the coefficient  $R = 0.589$ . The value of F is calculated at 19,613 with a significance level of 0.000 displayed simultaneously or jointly, both leadership style and organizational commitment have a positive and significant influence on work performance so that the third hypothesis is accepted. The results of this study support the research conducted by Afifah (2019); But contrary to the results of Bambang's research, ECT (2020).

### V. Conclusion

Based on the results of research and discussion, conclusions can be obtained, namely as follows:

1. Leadership style has a positive and significant influence on employee work performance. It shows that the leadership style applied by leaders shows the ability to make decisions quickly and precisely, leaders can motivate employees to work well, leaders can also control subordinates well, leaders can control emotions both.
2. Organizational commitment has a positive and significant influence on the work performance of employees. It shows that the company can grow employee confidence in the company's goals and values. Organizational commitment can also make employees want to achieve company goals, and can make employees have a strong desire to survive as employees of the company.
3. Leadership style and organizational commitment together or simultaneously have a positive and significant influence on employee work performance. Based on the results of the correlation coefficient analysis and the F test, this study shows that both leadership style and organizational commitment have a positive and significant influence on employee work performance.

#### Suggestion

Based on data collection in the water supply area company of Gorontalo Regency, ini research shows the work performance of employees who have not been maximized, because it has not reached satisfactory limits so that company management needs to motivate employees who have great skills and responsibilities to provide their best quality and performance in providing work performance for the company. If management wants to improve the performance of its employees, it is necessary to increase the application of leadership style and organizational commitment based on employee expectations to increase the contribution of the increase of both variables in order to achieve satisfactory work performance.

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