

The Effect of Leadership Style, Communication, and Organizational Commitment on Employee Performance at the Regional Secretariat of North Aceh Regency with Work Motivation as an Intervening Variable

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ABSTRACT

This study investigates the effect of leadership style, communication, and organizational commitment on employee motivation and performance, as well as the mediating effect of work motivation variables. The research sample consisted of 165 employees of the North Aceh Regional Secretariat. This study uses the path analysis method SEM (structural equation modeling) with Amos 21.0. The results showed that each of the variables of leadership style, communication, and organizational commitment had a positive and significant effect on work motivation and employee performance. The results of the mediation test state that work motivation mediates in full mediation between leadership style and employee performance at the North Aceh District Secretariat, then work motivation mediates in full mediation between communication and employee performance at the North Aceh District Secretariat. In addition, work motivation also mediates partial mediation between organizational commitment and employee performance at the Regional Secretariat of North Aceh District.

Keywords: Leadership Style, Communication, Organizational Commitment, Work Motivation, Employee Performance.

INTRODUCTION

One of the consequences of the demands of the globalization era for the people of Indonesia is the urgent need to improve the human resources (HR) of the apparatus in order to examine and solve problems that arise as a result of various changes and global challenges. As a result, the flow of globalization is a challenge that must be faced and anticipated by the human resources apparatus. As a result, high professionalism must be fulfilled by all Human Resources apparatus. Government employees (GE) is one element of the apparatus that has a strategic role in carrying out the tasks of general administration and national development. As a result, government employees must continue to improve as administrators of government duties and functions.

However, the government's hope to be able to have good government employees and have work performance has not been fully realized, this can be seen from the phenomena that occur regarding GE, such as government employees who have been raided due to truancy and roaming in public places during working hours as reported media on waspada.id by Riza, (2022), which

reported that tens of Satuan Polisi Pamong Praja/Wilayahatul Hisbah (Civil Service Police/ Wilayahatul Hisbah) Unit personnel from Pidie Regency conducted raids by entering several cafes and coffee shops which were considered to be hangout places for GE during official hours. This kind of thing often happens in every region in this country, not to mention the classic habit that often occurs every year where GE skip school after holidays and there are many other unique phenomena that civil servants often do. Government Employees are government officials who should be role models and are at the forefront of enforcing discipline in the community.

Employee performance is a good work record in terms of quality and quantity achieved by someone to carry out tasks based on the responsibilities given (Robbins & Coulter, 2012). Besides that, good employee performance certainly cannot be separated from the strength of motivation in carrying out their work.

Motivation is a behavioral activity that works in an effort to meet the desired needs (Fahmi, 2016). Observations in the field indicate that employees working at the North Aceh District Secretariat consist of employees with different employment statuses. Employment status distinguishes the mindset at work where employees with government employees status differ in motivation from honorary employees. If temporary employees are motivated to work because of the desire to earn income, fear of being fired, family economic encouragement and so on. In contrast to the motivation of employees with GE status, employees with this status are motivated because they want to increase their career path, a good position, responsibility to the state and so on.

To realize the quality of human resources in an organization, the role of leadership style has a large enough contribution. Leadership style is an approach that provides direction, implements plans, and motivates people (Northouse, 2015). A good leadership style in his leadership easily directs his subordinates to achieve the goals set. A good

leader will also lead all members to be creative and do their job according to expectations.

Mukhtasar et al., (2021) states that leadership style is influenced by several factors. The main factors that influence leadership style consist of leaders, followers, communication, and status. The success of a leader in an organization is also determined by the nature, methods and art of leadership. The progress of an organization is largely determined by the figure of a leader who is liked and respected by his subordinates. A leader who can lead and direct his employees to work better will certainly have an impact on improving the performance of employees. Another thing that should not be ruled out in an organization is communication. Communication is defined as an activity that involves two parties, namely the sender who tries to clarify the message and the receiver who tries to make the message clear and understandable, so that feedback occurs (Bangun, 2012). Communication is needed to establish a relationship of mutual respect, respect for each other, tolerance from heart to heart, within the framework of one goal to succeed in good work (as expected for organizational progress).

Communication is also needed to unify employee perceptions in achieving the true goals of the organization to receive and process constructive ideas from employees. Communication in a job can be analyzed from three levels, namely individual communication, communication in groups, and organizational communication. This means that all human resources are required to be communicative people who must have a lot of information to convey to others. With the relationship that communication within an organization will be able to improve employee performance.

Communication carried out by the leadership in this agency often occurs miscommunication and is not effective. This can be marked by a lack of change in employee attitudes, where employees continue to do things that have actually been communicated by their leaders, but maybe

due to the lack of intense communication so they cannot change their attitudes as expected. Communications made to subordinates and co-workers are also sometimes carried out in unstable emotional conditions, so that information is not conveyed properly and also not well received by other parties, and this still happens in this institution.

Communication patterns have an influence on the attitudes of employees which creates better relations in the work environment and will have an impact on the actions taken by all parties. As described in the previous phenomenon, ideal communication conditions certainly need to be pursued by realizing mutual respect among fellow employees. Good communication between leaders and subordinates creates good commitment by employees.

In general, the relationship between employees seems to be quite good in this institution, although it does not ideally reflect the high commitment of employees. Employees who have a strong commitment to the organization will always show good performance. Organizational commitment is a measure of the compliance level of employee relations with the organization, this connected feeling develops among employees through regular and timely participation in various organizational activities in their own roles or collective decision-making processes (Wadhwa & Verghese, 2015).

In another context, organizational commitment which is indicated by a sense of care for the organization, by some employees is still low. This is shown by the behavior of a small number of employees who only come to the office to sign attendance. The low level of concern for a small number of employees makes them seem unhappy working for the agency and even tend not to contribute to the agency's goals. Employees in this agency are never proud to be part of the organization let alone boast of their organization to others. Never feel happy let alone consider organizational problems as part of the problem. The author's research by

talking with several leaders at the level of the Head of Section revealed that most of the employees were not willing to work beyond the set targets. Always leaving work for another day. Low commitment certainly will not raise high motivation from employees.

Based on the background above, the researcher wants to analyze more deeply about this issue with the research title " The Effect of Leadership Style, Communication, and Organizational Commitment on Employee Performance at the Regional Secretariat of North Aceh Regency with Work Motivation as an Intervening Variable." With the formulation of the problem as follows:

1. How does the influence of leadership style on employee motivation at the Regional Secretariat of North Aceh Regency?
2. What is the effect of communication on employee motivation at the Regional of North Aceh District?
3. How does organizational commitment affect employee motivation at the Regional Secretariat of North Aceh Regency?
4. How does leadership style influence employee performance at the North Aceh District Secretariat?
5. What is the effect of communication on employee performance at the Regional Secretariat of North Aceh District?
6. How does organizational commitment affect employee performance at the Regional Secretariat of North Aceh District?
7. What is the influence of work motivation on employee performance at the Regional Secretariat of North Aceh Regency?
8. Does work motivation mediate the relationship between leadership style and employee performance at the Regional Secretariat of North Aceh District?
9. Does work motivation mediate the relationship between communication and employee performance at the North Aceh District Secretariat?
10. Does work motivation mediate the

relationship between organizational commitment and employee performance at the North Aceh District Secretariat?

LITERATURE REVIEW

Employee Performance

Employee performance is a good work record in terms of quality and quantity achieved by someone to carry out tasks based on the responsibilities given (Robbins & Coulter, 2012).

The indicators of employee performance variables refer to the opinion of Mathis & Jackson (2012), namely: quantity of work, quality of work, timeliness, attendance and ability to cooperate.

Work Motivation

Motivation is a behavioral activity that works in an effort to meet the desired needs (Fahmi, 2016). To measure work motivation, indicators are needed. Suwatno (2011), suggests that indicators of work motivation include:

1. Physical needs, namely indicated by: the need to eat, drink, physical protection, breathing, sexual. This need is the lowest level need or also known as the most basic need.
2. The need for security, namely the need for protection from threats, danger, conflict and the environment, not only in the physical sense, but also mentally, psychologically and intellectually.
3. Social needs, namely the need to feel belonging, namely the need to be accepted in groups, affiliated, interact, and the need to love and be loved.
4. The need for self-esteem, namely the need to be respected and valued by others.
5. The need for self-actualization, namely the need to use abilities, skills, potential, the need to have an opinion, use ideas, provide an assessment and criticize something.

Leadership Style

Leadership style is an approach that provides direction, implements plans, and motivates people (Northouse, 2015).

The leadership style indicators can be measured referring to the opinion of Dessler (2015), namely (1) Communicative, (2) Consultation, (3) Joint Decision Making, (4) Sharing Power, (5) Democratic.

Communication

Communication is defined as an activity that involves two parties, namely the sender who tries to clarify the message and the receiver who tries to make the message clear and understandable, so that feedback occurs (Bangun, 2012).

Indicators are needed to measure communication. The communication indicators according to Sutardji, (2016) are understanding, pleasure, influence on attitudes and relationships that are getting better.

Organizational Commitment

Organizational commitment is a measure of the compliance level of employee relations with the organization, this connected feeling develops among employees through regular and timely participation in various organizational activities in their own roles or collective decision-making processes (Wadhwa & Verghese, 2015).

Organizational commitment refers to several indicators according to Meyer & Allen, (1991), namely Affective Commitment, Continuance Commitment, Normative Commitment.

The Mediation Role of Work Motivation on the Effect of Leadership Style on Performance

According to Uno (2016) work motivation is a factor that also determines one's performance. The size of the influence of motivation on a person's performance

depends on how much intensity the motivation is given. Previous research examining work motivation as an intervening variable was carried out as was done by Ulfah et al., (2020), which showed that motivation has been shown to have a role in the relationship between transactional leadership and employee performance.

The Mediation Role of Work Motivation on the Effect of Communication on Performance

According to the theory of achievement motivation or Achievement Motivation Theory put forward by David McClelland, states that meeting these employee needs will lead to high employee motivation, which will ultimately contribute to high employee performance as well (Purnomowati, 2006). However, employee motivation will never appear if other factors beyond these needs are met, such as communication factors among employees. It can be said that directly or indirectly these two factors, both work discipline and employee communication have the potential to influence employee work motivation, and if employee work motivation appears then in the end employee performance can be achieved well.

Good communication will have a broad impact on the work life of employees. Robbins (2006) says that one of the forces that most hinders successful employee performance is the lack of effective communication. Effective communication will be easy for employees to survive working in their environment. Only through effective communication or the transfer of meaning from one person to another can information and ideas be conveyed properly.

Previous research conducted by Hidayah and Kukuh (2011) concluded that work motivation functions as a mediating

variable even though the indirect effect between communication and employee performance has a small coefficient of influence. Previous research has also been carried out by Siregar (2014) with the title Effects of Organizational Culture, Job Rotation and Communication on Employee Motivation and Performance and Their Impact on Organizational Performance at the Banda Aceh Mother and Child Hospital (RSIA). The results of his research concluded that work motivation is able to mediate the communication relationship with employee performance and organizational performance.

The Mediation Role of Work Motivation on the Effect of Organizational Commitment on Performance

Siagian (2012) revealed that motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy or time to carry out various activities for which they are responsible and fulfill their obligations, in order to achieve organizational goals and objectives. predetermined. Every activity carried out by a person is driven by a power from within that person. This driving force is called motivation. Motivation that exists in a person who will manifest a goal-directed behavior in order to achieve the final goal, namely increasing employee performance.

Previous research conducted by Pardamean, (2022) with the title The Mediation Role of Work Motivation on the Effect of Organizational Commitment and Work Environment on Employee Performance at the Office of the Food Security and Livestock Service Office of North Sumatra Province, the results of his research stated that the results of the study indirectly work motivation was able to mediate the effect significant work environment on employee

performance at the Office of Food Security and Animal Husbandry of North Sumatra Province.

Hypothesis

The Effect of Leadership Style on Work Motivation

Leadership style is an important factor driving the success of a company (Ulfah et al., 2020). Meanwhile, other opinions state that leadership style is a characteristic used by leaders to influence their employees so that they can achieve organizational goals that have been targeted or it can also be said that leadership style is a system and strategy that is mastered and often applied by leaders (Rivai, 2014).

According to Nugroho, (2018) states that if the leadership is able to carry out well, it is very likely that the organization will achieve its goals. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. So, a leader or head of an organization will be recognized as a leader if he can have influence and is able to direct his subordinates towards achieving organizational goals.

Previous research conducted by Tandayu et al., (2021) concluded that the transactional leadership style has a positive effect on employee motivation.

The Effect of Communication on Work Motivation

The roles and functions of communication are often neglected within the company, as a result misunderstandings often occur both between superiors and subordinates, as well as between individuals within the company (Purnomo et al., 2016). Organizational members choose the amount of effort they devote to organizational activities, the steps in carrying out work, the attention to their work, the quality of their work, and the amount of time they devote to their work. They make these choices because the directed effort, the effort we refer to, is not directly paid as part of the agreement for labor in the organization, but reflects the

results of the response of the members of the organization to the motivations given by their psyche and/or by external environment in which they work (Roger, 1989 in Prajayanti, 2017).

Previous research that examined this relationship was conducted by Khoerunissa (2013) who examined the Effect of Internal Communication on Employee Motivation at PT. PLN (Persero) Distribution of West Java and Banten Bandung Area. The results show that internal communication has a positive and significant effect on work motivation. Besides that, another study was conducted by Putra (2013). The results of his research also concluded that there is a positive and significant influence between communication and work motivation.

The Effect of Organizational Commitment on Work Motivation

Organizational commitment is an important work attitude, because someone who has organizational commitment is expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company (Prabowo et al., 2021). There are several factors that influence commitment, according to Mar'at (2000) in Putri, (2014) states that an employee's commitment is influenced by several factors such as motivation, compensation, training, leader function, climate of cooperation, morale and conflict that occurs within a office. Robbin and Judge (2008) in Prabowo et al., (2021) define motivation as a process that explains the intensity, direction and persistence of an individual to achieve his goals.

The previous research was conducted by Sugiyono (2012). The results of his research concluded that there was a positive and significant influence between organizational commitment and the work motivation of nurses at the A. Wahab Sjahrani Hospital in East Kalimantan.

The Effect of Leadership Style on Employee Performance

The leadership style used by the leader can

encourage the creation of employee performance. Leadership style is a leader's ability to influence others in the form of behavior, both individually and in groups (Kusdianto et al., 2022). According to Nugoho, (2018), the success or failure of an organization is perceived as the success or failure of a leader. The importance of the role of leaders is so important that the issue of leaders has become a focus that has attracted the attention of researchers in the field of organizational behavior. Previous research conducted by Samosir (2021) stated that leadership style has a positive and significant impact on employee performance.

Effect of Communication on Performance

Conditions that can affect employee performance are how employees in the organization communicate with other employees, because in carrying out their work employees must interact with other employees so that cooperation is formed. A good cooperation clearly needs good communication between the elements in the organization (Susanto & Anisah, 2013). According to Daryanto and Abdullah (2013), communication is the process of delivering and exchanging information between at least two parties who act as senders and receivers using various existing media.

Previous research conducted by Purnomo et al., (2016) concluded that there is a positive and significant effect of communication on employee performance. In addition, previous research conducted by Primawestari (2013) concluded that there is a positive and significant influence between communication and employee performance.

The Effect of Organizational Commitment on Employee Performance

Employees who have a strong commitment to the organization will trigger themselves to stay and work in the organization. Rahidin et al (2013) stated that the success of an organization is influenced by performance. For this reason, every organization will try to

improve the performance of its employees to achieve the goals that have been set. Research by Rahidin et al (2013) concluded that organizational commitment influences performance. This is because the commitment of the work itself is a source of increasing the liking and comfort of employees at work so that they will get good employee performance.

Effect of Work Motivation on Employee Performance

Work motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and satisfaction that occurs in everyone. To be able to increase motivation towards improving employee performance in an agency, a leader must realize the importance of the role of the human element as a member of the organization to really be one of the keys to success in influencing motivation towards performance which ultimately achieves the success of the agency's mission (Nugroho, 2018).

Previous research that can be used as a reference for the author in formulating the seventh hypothesis statement in this study is research conducted by Purwati (2012), the results of her research indicate that there is a positive and significant influence of work motivation on employee performance.

Based on the research concept framework, 7 (seven) hypothesis statements can be formulated as follows:

- H1: Leadership style has a positive and significant effect on employee motivation at the Regional Secretariat of North Aceh Regency.
- H2: Communication has a positive and significant effect on employee motivation at the Regional Secretariat of North Aceh Regency.
- H3: Organizational commitment has a positive and significant effect on employee motivation at the Regional Secretariat of North Aceh Regency.
- H4: Leadership style has a positive and significant effect on employee performance at the Regional

- Secretariat of North Aceh Regency.
- H5: Communication has a positive and significant effect on employee performance at the Regional Secretariat of North Aceh District.
- H6: Organizational commitment has a positive and significant effect on employee performance at the North Aceh District.
- H7: Work motivation has a positive and significant effect on employee performance at the Regional Secretariat of North Aceh.

MATERIAL & METHODS

The independent variables in this study are leadership style, communication and organizational commitment. Motivation is an intermediary variable, while the dependent variable is employee performance. This type of research is a statement using a questionnaire as a tool for collecting data. The research instrument uses a modified Linkert scale 1-5.

The population in this study were all employees at the Regional Secretariat of North Aceh District. Sampling by census method, namely as many as 165 permanent employees. The census sampling technique is a sampling technique when all members of the population are used as samples (Sugiyono, 2017). The analysis technique uses the Structural Equation Model (SEM) using the SPSS 16.0 and Amos 21.0 computer programs. Test the validity of the instrument using Confirmatory Factor

Analysis (CFA) for each construct, namely by looking at the Loading Factor value of each indicator and the results obtained for each statement item have a value of > 0.6. The reliability test uses the following formula:

$$\text{Construct Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum \epsilon_i}$$

Meanwhile, variant extracts can be calculated using the following formula:

$$\text{Variance Extracted} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum \epsilon_i^2}$$

RESULTS AND DISCUSSION

SEM Analysis

This study describes Confirmatory Factor Analysis (CFA), and validity tests are carried out on exogenous and endogenous constructs. The results showed that the Amos SEM outputs all CFA values were valid, except for the CFA LS5 value with a value of 0.135. The LS5 value is invalid, namely the CFA value is below 0.60, so the CFA indicator value that is invalid must be discarded (Ghozali, 2013). An indicator is declared valid if the loading factor value for each item or the CFA indicator value is greater than 0.60 (Ghozali, 2013).

1. The results of the full model 1 analysis (initial model) using SEM analysis are shown in Figure The calculation results show that of the eight criteria evaluated, only 1 (one) criterion does not meet (fit), namely AGFI.

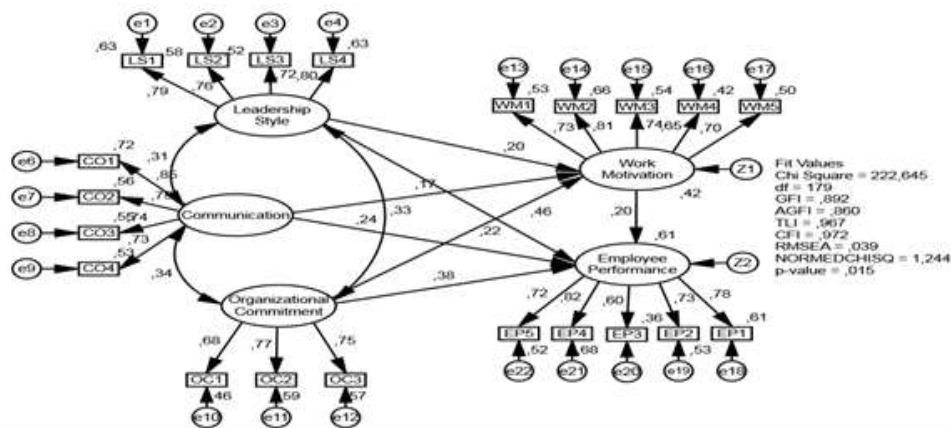


Figure 1. Full Model Before Modification

Table 1 Goodness of fit Indexs for Full Model

Goodness of Fit Index	Cut-off Value	Analysis Results	Evaluation Model
χ^2 Chi-Square Statistik	Small Expected	222,645	Good
Probability	$\geq 0,05$	0,015	Marginal
CMIN/DF	$\leq 2,00$	1,243	Good
GFI	$\geq 0,90$	0,892	Marginal
AGFI	$\geq 0,90$	0,860	Marginal
TLI	$\geq 0,95$	0,967	Good
CFI	$\geq 0,95$	0,972	Good
RMSEA	$\leq 0,08$	0,039	Good

Table 1 above shows the final results of the full model confirmatory factor analysis. In general, the constructs used in this research model consist of confirmatory analysis (CFA), regression values between constructs, and the goodness of fit test (χ^2 Chi-Square

Statistics, CMIN/DF, TLI, CFI and RMSEA) have met the required criteria, except that Probability, GFI, and AGFI are not good enough. Therefore, it is necessary to modify it.

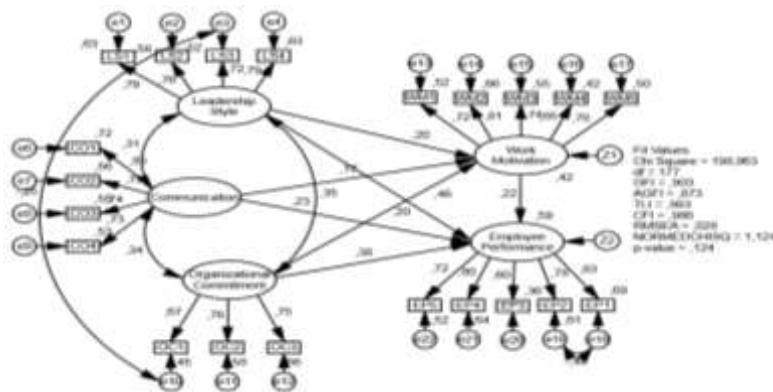


Figure 2. Full Model After Modification

Furthermore, the model suitability test is shown in Table 2 below:

Table 2 Goodness of fit indexes for Full Model After Modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Evaluation Model
χ^2 Chi-Square Statistik	Small Expected	198,963	Good
Probability	$> 0,05$	0,124	Good
CMIN/DF	$\leq 2,00$	1,124	Good
GFI	$\geq 0,90$	0,903	Good
AGFI	$\geq 0,90$	0,873	Marginal
TLI	$\geq 0,95$	0,983	Good
CFI	$\geq 0,95$	0,986	Good
RMSEA	$\leq 0,08$	0,028	Good

The results of the goodness of fit analysis showed that the overall evaluation of the model met the set criteria, except for AGFI which was still marginal but quite good. Thus the overall model is fit.

Direct Effects

To see how much influence exogenous variables (leadership style, communication, organizational commitment) have on intervening variables (work motivation) and endogenous variables (employee performance) is shown in Table 3:

Table 3 Effect of Exogenous Variables on Endogenous Variables

			Estimate	S.E.	C.R.	P
Work Motivation	<---	Leadership Style	0,195	0,087	2,235	0,025
Work Motivation	<---	Organizational Commitment	0,508	0,114	4,464	0,0001
Work Motivation	<---	Communication	0,140	0,070	1,994	0,046
Employee Performance	<---	Leadership Style	0,203	0,078	2,62	0,009
Employee Performance	<---	Organizational Commitment	0,431	0,114	3,77	0,0001
Employee Performance	<---	Communication	0,190	0,063	3,038	0,002
Employee Performance	<---	Work Motivation	0,224	0,096	2,324	0,02

Based on the results of data analysis as shown in Table 3, it can be explained that all exogenous variables (leadership style, communication, organizational commitment) have a significant direct influence on work motivation and employee performance. Besides that, work motivation

has a significant effect on employee performance.

Mediation Tests

To see the effect of the mediation effect, one must first see how much the direct effect, indirect effect and total effect are. Based on tests conducted using Amos. 21.0 results are obtained as in Table 4.

Table 4 Standardized Direct, Indirect & Total Effects

	Organizational Commitment	Leadership Style	Communication	Work Motivation	Employee Performance
Direct Effects					
Work Motivation	0,463	0,196	0,171	0	0
Employee Performance	0,380	0,199	0,226	0,217	0
Indirect Effects					
Work Motivation	0	0	0	0	0
Employee Performance	0,101	0,043	0,037	0	0
Total Effects					
Work Motivation	0,463	0,196	0,171	0	0
Employee Performance	0,481	0,241	0,263	0,217	0

1. The results of testing the effect of mediating (intervening) the relationship between leadership style variables and

employee performance variables mediated by work motivation variables are shown in Figure 3:

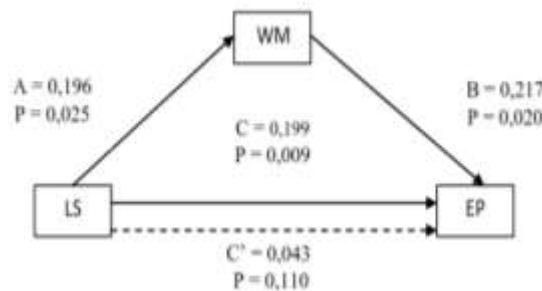


Figure 3. Mediation Effect Testing Results (1)

Figure 3 can be explained that the coefficients of path A, path B and path C are significant and the significance value of path C' is not significant. Because the probability of path C' is not significant, it can be concluded that there is a full mediation relationship or in other words the work motivation variable mediates in full mediation between leadership style and

employee performance at the Regional Secretariat of North Aceh Regency.

2. The results of testing the effect of mediating (intervening) the relationship between communication variables and employee performance variables mediated by work motivation variables are shown in Figure 4:

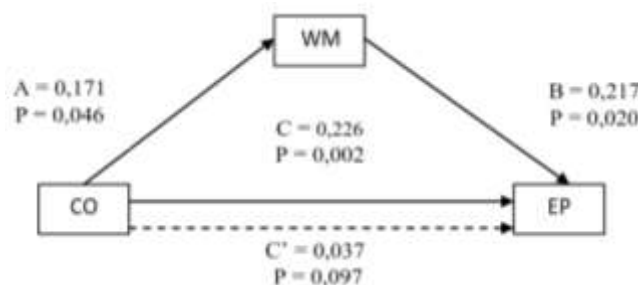


Figure 4. Mediation Effect Testing Results (2)

Figure 4 can be explained that the coefficients of path A, path B and path C are significant and the significance value of path C' is not significant. Because the probability of path C' is not significant, it can be concluded that there is a full mediation relationship or in other words the work motivation variable mediates in full mediation between communication and

employee performance at the Regional Secretariat of North Aceh Regency.

3. The results of testing the effect of mediating (intervening) the relationship between organizational commitment variables and employee performance variables mediated by work motivation variables are shown in the form of Figure 5:

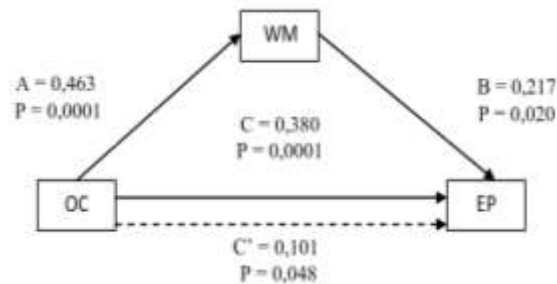


Figure 5. Mediation Effect Test Results (3)

Figure 5 can be explained that the coefficients of path A, pathway B and pathway C are significant and the significance value of pathway C' is significant. Because the probability of path C' is significant, it can be concluded that there is a partial mediation relationship or in other words the variable of work motivation mediates partially mediation between organizational commitment and employee performance at the Regional Secretariat of North Aceh District.

DISCUSSION

1. Leadership Style influences Work Motivation at the Regional Secretariat of North Aceh Regency

The estimated standardized coefficient value is 0.195 with a critical ratio (CR) value of $2.235 > 2.00$ and a significance of $0.025 < 0.05$, is proof that there is an influence between the leadership style variable on work motivation in the North Aceh Regional Secretariat. The results of this analysis prove that the first hypothesis which states that leadership style has a positive and significant effect on work motivation is acceptable.

The results of this study are in line with previous research conducted by Tandayu et

al., (2021) which concluded that the transactional leadership style has a positive effect on employee motivation.

2. Communication has an effect on Work Motivation at the Regional Secretariat of North Aceh Regency

The estimated standardized coefficient value is 0.140 with a critical ratio (CR) value of $1.994 \geq 2.00$ and a probability value of $0.046 < 0.05$, is proof that communication has an effect on work motivation. By looking at the results of this study, the formulation of the second hypothesis which states that communication has a significant effect on work motivation is acceptable. This means that communication can influence work motivation. If every message to be conveyed from both superiors and subordinates has clear articulation and is easy to understand, it will increase work motivation. Especially if communicating it in a relaxed, not tense and pleasant atmosphere will certainly encourage employees to follow up on the things that are conveyed to them. Communication carried out in such an atmosphere will also change the attitude of employees in a better direction. Not only that, communication that is carried out in a good and effective way

will create a better relationship between superiors and subordinates, and co-workers will get better.

Bangun's (2013) statement that communication is very important in organizations because it involves conveying messages between individuals and groups about work in the organization, errors in conveying messages can result in errors in carrying out work so that organizational goals are not achieved. Communication can flow vertically and horizontally and also vertically communication can be divided into downward and upward directions.

The results of this study support and are in line with previous research conducted by Khoerunissa (2013) and Putra (2013). Both concluded that communication has a positive and significant effect on work motivation.

3. Organizational Commitment influences Work Motivation at the Regional Secretariat of North Aceh Regency

The results of this study indicate that there is an influence of organizational commitment on work motivation. This is evidenced by the estimated standardized coefficient value of 0.508 and the critical ratio (CR) value of $4.464 \geq 2.00$ and the probability value of $0.0001 < 0.05$. The results of the data analysis indicate that the third hypothesis which states that organizational commitment has a positive and significant effect on work motivation in the North Aceh Regional Secretariat is acceptable.

This means that the organizational commitment of North Aceh Secretariat employees is in a good category. Growing commitment to the organization will encourage employees to work better. If organizational commitment continues to increase, it will have a greater impact on increasing work motivation at the North Aceh Regional Secretariat.

The results of this study support or are in line with previous research conducted by Sugiyono (2012) who also found in his research the influence of organizational commitment on work motivation.

4. Leadership style influences employee performance at the Regional Secretariat of North Aceh Regency

The results of this study indicate that there is an influence between leadership style on employee performance at North Aceh Regional Secretariat. This influence is proven by the standardized estimate coefficient value of 0.203 with a critical ratio (CR) value of $2.620 \geq 2.00$ and a probability value of $0.009 < 0.05$, the results of this study accept the fourth hypothesis which states that leadership style has a positive and significant effect on employee performance. This means that if the leadership style in this agency is better, the employee's performance will also be better and the benefits are clear for the continuity of the organization, where each employee will carry out his duties properly according to the expectations of the organization.

Previous research conducted by Samosir (2021) stated that leadership style has a positive and significant impact on employee performance.

5. Communication influences employee performance at the Regional Secretariat of North Aceh Regency

The results of this study indicate that there is an influence between communication on employee performance at North Aceh Regional Secretariat. This influence is proven by the large estimated standardized coefficient value, which is equal to 0.190 with a critical ratio (CR) value of $3.038 \geq 2.00$ and a probability of $0.002 < 0.05$. The results of this study accept the fifth hypothesis which states that communication has a positive and significant effect on employee performance. This means that the current communication is good, but needs to be improved in a better direction so that whatever is communicated is easy for all employees to understand, and creates a pleasant atmosphere and will be able to change one's attitude to work better and be responsible so that the working relationship between colleagues is getting better and

carrying out positive actions that bring enlightenment to every employee.

The results of this study are in line with previous research conducted by Primawestari (2013) which concluded that there is a positive and significant influence between communication and employee performance.

6. The Organization Influences Employee Performance in the Secretariat of North Aceh Regency

The results of this research that was conducted showed that there was an influence between organizational commitment on employee performance at the North Aceh Regional Secretariat. This influence is evidenced by the standardized estimate coefficient value of 0.431 with a critical ratio (CR) value of $3.770 \geq 2.00$ and a significance of $0.0001 < 0.05$, this means that organizational commitment to North Aceh Secretariat can improve employee performance. Employees feel proud to be part of the organization and also always make their organization proud of others.

His pride in the North Aceh Regional Secretary has shaped him to remain loyal. So is his concern for the organization. Employees who always have a high commitment to their organization, they will always be happy in doing their work, and do their work beyond the set targets.

The results of this study also support previous research conducted by Rahidin et al (2013) which also found that organizational commitment has a positive and significant effect on employee performance.

7. Work Motivation Influences Employee Performance at the Regional Secretariat of North Aceh Regency

Data analysis that has been done, produces a coefficient value of the effect of work motivation on employee performance of 0.224 with a critical ratio (CR) of $2.324 \geq 2.00$ and a significance value of $0.020 < 0.05$. The results of this analysis indicate that the seventh hypothesis which states that work motivation has a significant effect on employee performance is acceptable.

The results of this study support previous research conducted by Purwati (2012) and Augusta (2013). The results of both studies concluded that work motivation has a positive and significant effect on employee performance.

8. Work motivation mediates the relationship between leadership style and employee performance in the Secretariat of North Aceh District

The results of this study indicate that apart from being directly influenced by leadership, employee performance can also be influenced by work motivation variables. Whether work motivation acts as a mediating variable that indirectly influences leadership style and employee performance can be seen from the test results with reference to Baron & Kenny's theory (1986) using the Sobel test developed by Preacher and Hayes (2004).

According to Baron and Kenny's theory, the probability value criterion that should be on path C' is insignificant, and if the value of this criterion is exceeded, then full mediation occurs, whereas if the probability value on path C' is significant < 0.05 , then partial mediation occurs or intervening variables have a partial effect on exogenous variables on endogenous variables.

Calculations using the sobel test an interactive calculation tool for mediation tests that have been carried out show that the probability value in path C' is not significant (0.110) meaning that the work motivation variable mediates in full mediation between the leadership style variable and employee performance at the North Aceh Secretariat.

This means that there is an influence between the leadership style variables caused by the leadership style itself or in other words that the work motivation variable has an impact on increasing the influence of leadership style on employee performance. This can be seen from the difference in the coefficient values and the p-value values of the direct and indirect influences.

The results of this study are in line with previous research conducted by Hidayah and Kukuh (2011) who concluded that work

motivation functions as a mediating variable, although the indirect effect between communication and employee performance has a small coefficient of influence. Previous research has also been carried out by Siregar (2014) with the title Effects of Organizational Culture, Job Rotation and Communication on Employee Motivation and Performance and Their Impact on Organizational Performance at the Banda Aceh Mother and Child Hospital (RSIA). The results of his research concluded that work motivation is able to mediate the communication relationship with employee performance and organizational performance.

9. Work Motivation Mediates the Relationship between Communication and Employee Performance in the Regional Secretariat of North Aceh District

Besides being directly influenced by communication, employee performance can also be influenced by work motivation variables. Whether work motivation acts as a mediating variable that influences indirectly between communication variables and employee performance can be seen from the test results with reference to Baron & Kenny's theory (1986) with the sobel test developed by Preacher and Hayes (2004).

The probability value criterion that should be on path C' is not significant, and if the value of this criterion is exceeded, then full mediation occurs, whereas if the probability value on path C' is significant <0.05 , then partial mediation or intervening variables have an impact on partial between exogenous variables and endogenous variables.

Calculations using the sobel test an interactive calculation tool for mediation tests that have been carried out show that the probability value in path C' is not significant (0.097) meaning that the variable of work motivation mediates in full mediation between the communication variable and employee performance at the Regional Secretariat of North Aceh Regency.

This means that there is an influence between communication variables and employee performance due to the communication variable itself or in other words that the work motivation variable has an impact on further decreasing the influence of communication on employee performance. This can be seen from the difference in the coefficient values and the p-value values of the direct and indirect influences.

The results of this study are in line with or support previous research conducted by Hidayah and Kukuh (2011) and Siregar (2014). The two researchers concluded that work motivation has a mediating effect between work motivation variables and employee performance.

10. Work Motivation mediates the Relationship between Organizational Commitment and Employee Performance at the North Aceh District Secretariat

Besides being directly influenced by organizational commitment, employee performance can also be influenced by work motivation variables. Whether work motivation mediates the relationship between organizational commitment variables and employee performance in the North Aceh Regional Secretariat can be seen from the results of testing with the sobel test developed by Preacher and Hayes (2004).

The theory of Baron and Kenny, explains that the probability value criteria that should be on path C' are insignificant, and if the value of this criterion is exceeded, then full mediation occurs, and if the probability value on path C' is not significant <0.05 , then partial occurs mediating or intervening variables have a partial effect on exogenous variables on endogenous variables.

Calculations using the sobel test an interactive calculation tool for mediation tests that have been carried out show that the

probability value in path C' is significant (0.048) meaning that the variable of work motivation partially mediates between the variables of organizational commitment and employee performance at the North Aceh Secretariat.

This means that there is influence between organizational commitment variables not caused by work motivation variables or in other words that work motivation variables have an impact on further decreasing the influence of organizational commitment on employee performance. This can be seen from the difference in the coefficient values and the p-value values of the direct and indirect influences. The results of this study are in line with previous research conducted by Tranggono and Andi (2008).

CONCLUSION

1. The leadership style variable also has a positive and significant direction on employee motivation, thus it can be concluded that leadership style has an impact on increasing work motivation at the Regional Secretariat of North Aceh Regency.
2. The communication variable has a positive and significant direction on employee motivation, thus it can be concluded that communication has an impact on increasing employee motivation at the Regional Secretariat of North Aceh Regency.
3. The organizational commitment variable has a positive and significant direction on employee motivation, thus it can be concluded that organizational commitment has an impact on increasing employee motivation at the Regional Secretariat of North Aceh Regency.
4. The leadership style variable has a positive and significant direction on employee performance, thus it can be concluded that leadership has an impact on improving employee performance at the Regional Secretariat of North Aceh Regency.
5. The communication variable has a positive and significant direction on employee performance, thus it can be concluded that communication has an impact on improving employee performance at the Regional Secretariat of North Aceh Regency.
6. The organizational commitment variable has a positive and significant direction on employee performance, thus it can be concluded that organizational commitment has an impact on improving employee performance at the North Aceh District Secretariat.
7. The motivation variable has a positive and direction on employee performance, thus it can be concluded that work motivation has an impact on improving performance at the Regional Secretariat of North Aceh Regency.
8. The variable of work motivation fully mediates the relationship between leadership style and employee performance at the Regional Secretariat of North Aceh District.
9. The variable of work motivation mediates in full mediation between communication and employee performance at the Regional Secretariat of North Aceh Regency.
10. The variable of work motivation partially mediates the relationship between organizational commitment and employee performance at the Regional Secretariat of North Aceh District.

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