



The Influence of Leadership Performance on Employee Commitment which is moderate Turn Over Intention

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ABSTRACT

This research examines the analysis of the influence of performance and leadership on employee commitment moderated by turn over intention Study on Companies in Yogyakarta . This research was conducted at a company in Yogyakarta, the sample used in this research was 60, and the analysis tool used was SPSS as the tool . Is there a positive influence between Performance and Employee Commitment, is there a positive influence between Leadership and Employee Commitment, is there a positive influence between Performance and Employee Commitment in Companies in Yogyakarta which is Moderated by Turn Over Intention, is there a positive influence Between Leadership and Employee Commitment to Companies in Yogyakarta which is Moderated by Turn Over Intention .

Keywords: Performance, Commitment, Turn Over Intention , Leadership.

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INTRODUCTION

In achieving Company goals, human resources have a very strategic role. Individuals, groups, and organizational system elements are some of the components that influence the achievement of superior human resources. Individual abilities, job satisfaction and organizational commitment are individual components that can improve the quality of human resources which have an impact on performance (Robbins, 1996: 145).

Human Resources (HR), along with investment and technology, are the main factors in the growth of an industry. To get jobs in various industries, both domestically and abroad, efforts are needed to increase capabilities and competitiveness to get jobs. Thus, the availability of competent industrial human resources can increase productivity and make the industry more competitive. High enthusiasm from all levels of employees to participate actively is very important for the progress of a Company. Therefore, when helping the growth and progress of an organization or company, every level of employee feels they have the same perception and understanding.

Company Managers can provide leadership that enables effective integration and encourages employee morale to achieve set targets. Managers must be able to strengthen employee loyalty, trust, participation and self-motivation in a personal way. All of these conditions can be achieved if behavior, abilities and skills are in line with expectations (Riyanto et al. 2021; Al-Amin, 2017). Job satisfaction is influenced in part by leadership. Leadership style can change according to situations and conditions, which allows determining corrective actions to increase job satisfaction (Hapsari et al. 2021).

Leadership and human resource management are closely related. Leadership is related to the automatic interactions between leaders and those they lead, as well as how they lead, guide, influence, or control the thoughts, feelings, or behavior of other people or groups to achieve certain goals. Factors that can cause turnover intention are the company's transformational leadership style, low levels of job satisfaction, and lack of employee organizational commitment. These factors can include bad leaders, difficulty for new employees to adapt, and unsatisfactory salaries (Imam Suhakim, 2021).

By increasing employee satisfaction levels with their jobs, we can reduce employees' desire to leave the Company. Some of the factors that can influence job satisfaction are leadership and work environment. Michael (2006) explains turnover intention as a subjective opportunity in which a person plans to change his job within a certain time period. This is a powerful motivation to do a true turnaround of intentions. Issues of Commitment, Leadership, Employee Performance and Turn Over Intention can be challenges for companies to develop their business and retain competent employees. Companies that do not understand Commitment, Leadership, Performance may not be able to develop and utilize them effectively (Adya & Andi, 2022). This can make it difficult for companies to compete and be less attractive to new employees. Ineffective leadership can cause employees to lose motivation and feel unmotivated to work well (Budi & Rahayu, 2022). This can affect the company's overall performance and can cause turnover intention or the desire to leave the company (Budi & Rahayu, 2022). Poor performance can be a source of employee dissatisfaction and can cause turnover intention. If the Company is unable to achieve their performance targets, employees may feel that they are not in the right place and look for other, more interesting jobs (Permana Hendra, 2017). Meanwhile, companies that do not provide clear and fair incentives and rewards can also affect employee commitment and cause turnover intention. Employees feel that they are not appreciated or given the opportunity to grow and develop within the Company (Adya & Andi, 2022).

To overcome this problem, companies can adopt several strategies: Develop understanding and awareness about technology and how to use it to develop their business (Adya & Andi, 2022). Companies can also provide training and development for employees so that they can master the latest technology (Budi & Rahayu, 2022). Building

effective leadership by ensuring that leaders have the skills and abilities necessary to motivate employees and lead the Company in the right direction (Budi & Rahayu, 2022). Improve performance by adopting appropriate strategies to achieve the Company's business goals and targets. Companies can conduct regular performance evaluations and provide constructive feedback to help employees improve their performance. Provide clear and fair incentives and rewards to increase employee commitment. Companies can provide awards, bonuses, or opportunities to grow and develop within the Company. Apart from that, all that needs to be done is to form a company association where this association can be used to control and solve problems within the company so that problems within the company are quickly resolved (Permana Hendra, 2017).

1. There is a positive influence between performance and employee commitment to companies in Yogyakarta.
2. There is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta.
3. There is a positive influence between performance and employee commitment to companies in Yogyakarta which is moderated by Turn Over Intention .
4. There is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta which is moderated by Turn Over Intention .

LITERATURE REVIEW

Increasing employee performance is organizational progress when employee performance provides more important developments, then this happens when there is a good leadership system and fair payments provided which can produce employees who are more enthusiastic and enthusiastic in working, with this, employees will be committed. high level of organization (Arifin, 2012). states that employee performance is the result created by employees in their work in accordance with certain criteria that apply to a specific job. Armanegara (2013) said that a high level of productivity is expected to make a significant contribution to business performance and progress, because business performance is the result of the synergy of all employees and the total performance of their team or business unit.

This will explain the various theories and concepts that underlie this research, namely all matters relating to the Influence of Leadership Performance on Employee Commitment Moderated by Turn Over Intention in Companies in Yogyakarta. So that the discussion is more focused, we will first discuss the meaning of Leadership Performance, Commitment and Turn Over Intention.

a. Performance

According to Dahlan (2018:54) In general, performance can be understood as the work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally without violating the law and in accordance with morals and ethics.

According to Kasmir (2016: 182) performance is the result of work or work behavior. If performance is based on results, then what is seen is the amount of quality and quantity produced by someone.

b. Employee Commitment

Employees have high organizational commitment if they have trust and accept the goals and values of the organization, are willing to strive towards achieving organizational goals, and have a strong desire to remain as members of the organization, Susanti and Palupiningdyah (2016). Organizational commitment as employees' belief in accepting organizational goals and choosing to stay and not leave the organization, Haris (2017).

However, there is evidence to suggest that individuals develop commitment to certain organizations through various indicators or sources. According to (Meyer, 1993:4) indicators of organizational commitment have a different relationship to turnover intentions and other work-related behavior.

(Luthans, 2006) in his book organizational behavior defines organizational commitment as an attitude, namely:

1. A strong desire to remain a member of a particular organization.
2. The desire to strive hard according to the wishes of the organization.
3. Certain beliefs, and acceptance of the organization's values and goals.

Thus, organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress. Organizational commitment provides a positive relationship to high employee performance, low employee turnover rates and low employee absenteeism rates. Organizational commitment also provides a warm and supportive organizational climate .

c. Turn Over Intention

The occurrence of Turn Over Intention among most employees occurs due to low wages, no health insurance, a work environment that is not conducive and a lack of career development opportunities. By knowing some of the problems that occur, of course the organization's management will provide solutions and concrete steps to overcome these problems. Of course, you also have to establish a good relationship between management and employees. This can increase trust and help create a conducive work environment.

d. Leadership

From this research, it is related to leadership and looks at the phenomenon in organizational leadership where a leader does a double job (CEO and employee), the average employee is from his own friends or family, so that rewards and punishment do not work well.

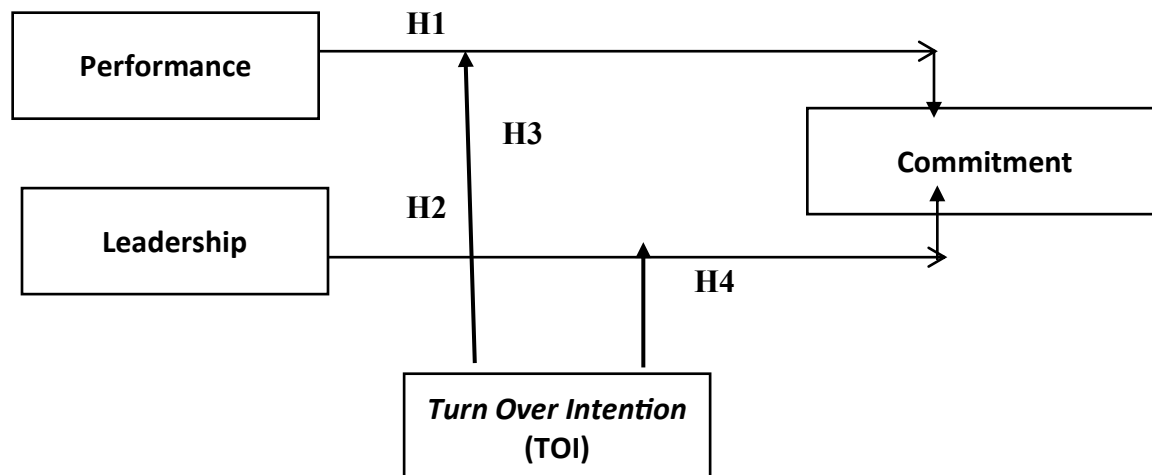
In this case, a leader must evaluate their leadership patterns and ensure that they set a good and correct example to their employees. Leaders must ensure that they not only command employees, but also lead and inspire them, and ensure that employees are selected based on qualifications and experience, not just personal relationships. Rewards and earnings should be based on employee performance. Develop an effective reward and incentive system to encourage employees to work harder and achieve organizational goals. This will help motivate employees and improve their performance.

RESEARCH METHOD

This research process is deductive, where to answer the problem formulation, concepts or theories are used so that hypotheses can be formulated. This hypothesis was then tested through field data collection. The type and source of data used in this research is primary data. According to Sekaran (2003), primary data refers to information obtained first hand by researchers relating to variables of interest for the specific objectives of the study. The primary data needed in this research is data obtained from the respondents' questionnaire answers in this research, regarding the question about the Influence of Performance and Leadership on Employee Commitment moderated by *Turn Over Intention*.

The data in this research was taken using the census method, namely taking data from members of the population. Population is a generalization area consisting of objects/subjects that have qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2015). The population in this research were company employees, business actors in Yogyakarta , totaling 60 people.

RESEARCH MODEL



Hypothesis:

- H1. There is a positive influence between performance and employee commitment to companies in Yogyakarta.
- H2. There is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta.
- H3. There is a positive influence between performance and employee commitment to companies in Yogyakarta which is moderated by *Turn Over Intention*.
- H4. There is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta which is moderated by *Turn Over Intention*.

RESULTS AND DISCUSSION

Data collection was carried out through questionnaires distributed to 60 respondents who tested the Analysis of the Influence of Leadership Performance on Employee Commitment Moderated by *Turn Over Intention* : Company Study in Yogyakarta. The sample selection method in this research is purposive sampling.

The instrument in this research is a questionnaire containing thirty-four questions. Nine question items measure Performance, fourteen question items measure Employee Commitment, four question items measure *Turnover Intention* and nine question items measure Leadership.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,767 ^a	,588	,558	4,891

a. Predictors: (Constant), MD.2, TOTAL.KI, TOTAL.KP, MD.1

Table shows the performance metrics of a model using multiple predictors to predict a particular dependent variable. In this case it shows:

- Correlation Coefficient (R): The R value is 0.767. This shows that there is a strong positive relationship between the predictor (independent variable) and the dependent variable.
- Coefficient of Determination (R Square): The R Square value is 0.588. This means that approximately 58.8% of the variance in the dependent variable can be explained by the independent variables in this model.
- Adjusted R Square: This value is an adjusted version of R Square that takes into account the number of predictors in the model. In this case, the Adjusted R Square value is 0.558. This indicates approximately 55.8% of the variance in the dependent variable can be explained by the predictors in the model, after considering the number of predictors.
- Standard Error of the Estimate: The standard error value of the estimate is 4.891. This is a measure of how accurate the model is in predicting the dependent variable. The lower the value, the better the model is at fitting the data.

The predictors in this model consist of (Constant), MD.2, TOTAL.KI, TOTAL.KP, and MD.1, which are mentioned next to the R value indicating that the correlation value is based on the listed predictors. This means that each predictor has an influence on the model results.

This model uses regression to relate the dependent variable to a set of predictors, with the level of accuracy and explanation indicated by the statistical values provided.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1877,281	4	469,320	19,619	,000 ^b
	Residual	1315.702	55	23,922		
	Total	3192.983	59			

a. Dependent Variable: TOTAL.KomKar

b. Predictors: (Constant), MD.2, TOTAL.KI, TOTAL.KP, MD.1

Source of 2024 data processing results

This analysis of variance (ANOVA) provides information about how significant the regression model is. Explanation of the results:

- **Sum of Squares:** The total number of squares explained by the model is 1877,281.
- **df (Degrees of Freedom):** The model uses 4 predictors, so it has 4 degrees of freedom.
- **Mean Square:** Mean Square is calculated by dividing the Sum of Squares by df, which in this case is 469,320.
- **F:** The F value is 19.619. This is a measure of how significant the model is as a whole. Higher values indicate that the model significantly explains the variability in the data.
- **Sig. (Significance):** The significance value is .000, which indicates that the overall model is statistically significant.
- **Sum of Squares:** The sum of the squares of the residual (error) is 1315.702.
- **Mean Square:** The Mean Square for the residual is 23.922.
- **The total sum of squares for the entire model is 3192,983, with a total of 59 degrees of freedom.**

This information provides an idea of how well the regression model fits the data. A very low significance value indicates that the model as a whole makes a significant contribution to explaining variation in the dependent variable (TOTAL.KomKar).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,680	7,339		5,952	,000
	TOTAL.KP	1,358	,368	1,070	3,685	,001
	TOTAL.KI	-2,304	,612	-.821	-3,767	,000
	MD.1	,150	,045	1,320	3,325	,002
	MD.2	-.065	,027	-1,348	-2,432	.018

a. Dependent Variable: TOTAL.KomKar

This coefficient table provides information about the relationship between each predictor and the dependent variable (TOTAL.KomKar) in the regression model. The result:

1. Intercept (Constant):
 - a. The unstandard coefficient (B) is 43.680 with a standard error of 7.339.
 - b. The t value is 5.952, and the significance value (.000) indicates that the intercept is significantly different from zero.
2. Predictor (TOTAL.KP):
 - a. The unstandard coefficient (B) is 1.358 with a standard error of 0.368.
 - b. The standardized coefficient (Beta) is 1.070.
 - c. The t value is 3.685, and the significance value (.001) indicates that TOTAL.KP significantly contributes to the prediction of the dependent variable.
3. Predictor (TOTAL.KI):
 - a. The unstandard coefficient (B) is -2.304 with a standard error of 0.612.
 - b. The standardized coefficient (Beta) is -0.821.
 - c. The t value is -3.767, and the significance value (.000) indicates that TOTAL.KI significantly contributes to the prediction of the dependent variable.
4. Predictor (MD.1):
 - a. The unstandard coefficient (B) is 0.150 with a standard error of 0.045.
 - b. The standard coefficient (Beta) is 1.320.
 - c. The t value is 3.325, and the significance value (.002) indicates that MD.1 significantly contributes to the prediction of the dependent variable.
5. Predictor (MD.2):
 - a. The unstandard coefficient (B) is -0.065 with a standard error of 0.027.
 - b. The standardized coefficient (Beta) is -1.348.
 - c. The t value is -2.432, and the significance value (.018) indicates that MD.2 significantly contributes to the prediction of the dependent variable.

Hypothesis 1 states that there is a positive influence between performance and employee commitment to companies in Yogyakarta. From the results of the regression analysis carried out, the t value for the performance variable shows a result of -3.767 with a significance degree of 0.000. This shows that the performance variable has an influence on the Employee Commitment variable ($\beta = -2.304$, $t = -3.767$, $p > 0.05$). Hypothesis 1, which states that there is a positive influence between performance and employee commitment to companies in Yogyakarta, **is accepted**.

Hypothesis 2 states that there is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta. From the results of the regression analysis carried out, the t value for the Leadership variable shows a result of 3.685 with a significance degree of 0.001. This shows that the Leadership variable has an influence on the Employee Commitment variable ($\beta = 1.358$, $t = 3.685$, $p > 0.05$). Hypothesis 2, which states that there is a positive influence between leadership and employee commitment to companies in Yogyakarta, **is accepted**.

Hypothesis 3 states that there is a positive influence between performance and employee commitment to companies in Yogyakarta which is moderated by *Turn Over Intention*. From the results of the regression analysis carried out, the t value for the

performance variable shows 3.325 with a significance degree of 0.002. This shows that the performance variable has an influence on the variable Employee Commitment to Companies in Yogyakarta which is moderated by *Turn Over Intention* ($\beta = 0.150$, $t = 3.325$, $p > 0.05$). Hypothesis 3 states that there is a positive influence between performance and employee commitment to companies in Yogyakarta which is moderated by *Turn Over Intention*, **accepted**.

Hypothesis 4 There is a positive influence between Leadership on Employee Commitment to Companies in Yogyakarta which is moderated by *Turn Over Intention*. From the results of the regression analysis carried out, the t value for the Leadership variable shows -2.432 with a significance degree of 0.018. This shows that the Leadership variable has no influence on the Employee Commitment variable which is moderated by *Turn Over Intention* ($\beta = -0.065$, $t = -2.432$, $p > 0.05$). Hypothesis 4 states that there is a positive influence between Leadership on Employee Commitment to Companies in Yogyakarta which is moderated by *Turn Over Intention*, **no accepted**.

CONCLUSION

In this study, researchers tried to test a model that describes the relationship between the influence of leadership performance on employee commitment which is moderated by turn over intention . There is a positive influence between performance and employee commitment to companies in Yogyakarta, this is because the work carried out is carried out in the correct manner in accordance with applicable principles and the agency determines work that is transparent and accountable.

Meanwhile, there is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta, this is because the leadership at work can always invite all its members to respect the differences and beliefs held by members, the leadership is able to encourage its members to have determination in completing tasks completely and The leader is able to communicate well with members regarding the strategy that will be implemented.

There is a positive influence between performance and employee commitment to companies in Yogyakarta which is moderated by Turn Over Intention , this is because commitment is something that must be done, feeling like they have a new family in the organization and having feelings of joy and sorrow towards the organization.

There is a positive influence between Leadership and Employee Commitment to Companies in Yogyakarta which is moderated by Turn Over Intention . This is not proven because employees do not want to spend their entire lives and the rest of their careers in this organization.

Suggestion

The research results provide an interesting picture of the relationship between leadership performance, employee commitment, and turnover intention in companies in Yogyakarta. The following are some suggestions for the results of this research:

1. Emphasis on Leadership that Promotes Employee Commitment: The finding that leadership that promotes respect for differences, encourages determination, and facilitates good communication has a positive influence on employee commitment is significant. Suggestions for company management are to increase leadership training

that strengthens the ability to build positive relationships with team members, support diversity, and communicate the company's vision and strategy effectively.

2. Management of Turnover Intention : In the context of moderation by turnover intention , the finding that employee commitment can be influenced by turnover intention indicates the need for management to understand and manage the factors that influence employees' desire to leave the company. This can include improving working conditions, clear career development, and strengthening a positive organizational culture.
3. Expanding Research on Unproven Influences: The finding that there is no positive influence between leadership and employee commitment that is moderated by turnover intention indicates the existence of complexity in this relationship. Suggestions for future research are to explore factors that may influence the relationship between leadership and employee commitment in the context of turnover intention, such as individual, situational, or cultural factors.
4. Implementation of Policies and Best Practices: Based on the findings that performance and leadership have a positive influence on employee commitment, company management can take concrete steps to strengthen performance and leadership that supports employee commitment. This can include recognizing and rewarding good performance, fostering effective leadership, and creating a work environment that supports open communication and employee engagement.

By taking these steps, companies can increase employee commitment levels and manage the risk of turnover intention, which in turn can improve organizational performance and long-term sustainability.

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