



# The Influence of Leadership Quality on Employee Performance Through Motivation and Organizational Commitment in the Distribution of Assistance For Independent Workforce Activities Program of The Disnakertrans of Gowa District

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<b>Abstract</b>	
<p><b>Keywords:</b> Leadership Quality, Employee Performance, Public Service Motivation, Organizational Commitment, Path Analysis</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This study examines the influence of leadership quality on employee performance through motivation and organizational commitment in the distribution of assistance for the Independent Workforce Activities Program at the Department of Manpower and Transmigration in Gowa Regency. Using a quantitative approach with path analysis, data were collected from 113 employees. The results indicate that leadership quality significantly affects organizational commitment, public service motivation, and employee performance. Additionally, organizational commitment and motivation mediate the relationship between leadership quality and performance. These findings highlight the importance of effective leadership in enhancing employee performance through psychological and motivational mechanisms.</p>

## Introduction

In an increasingly competitive development era, the role of Human Resources (HR) is the main factor in determining the success of an organization, including government institutions. Employee performance as part of the quality of human resources greatly determines the effectiveness and efficiency of public services. One of the aspects that affect employee performance is the quality of leadership applied in an organization. Quality leadership is not only able to direct employees to achieve organizational goals, but also able to foster high enthusiasm, loyalty, and motivation.

The role of the government, especially through the Ministry of Manpower, can be one of the main drivers to achieve equal labor distribution. The ministry has an important responsibility in designing, implementing, and evaluating employment policies that aim to create a fair, inclusive, and equitable work environment. Through a series of appropriate policies, the Ministry of Manpower can play a role in overcoming inequality in the world of work.

Employees play a key role as a key milestone that can support the implementation of productive programs in the field of employment. The successful implementation of these policies and

programs is highly dependent on the commitment, integrity, and performance of the responsible government employees in the Ministry of Manpower. It is important for government employees to appreciate and support the policies implemented by the government, especially in the field of employment. This can be reflected in active involvement in the preparation, implementation, and evaluation of programs aimed at equal labor distribution.

Commitment to maintaining integrity and ethics in the implementation of duties is also an important factor. By ensuring transparency, accountability, and fairness at every step, government employees can build public trust in the employment programs implemented. Proactive and committed government employees can be agents of significant change in achieving workforce equity. Through hard work, collaboration, and awareness of the positive impact produced, employees can contribute to advancing the employment sector and creating an inclusive, fair, and just work environment for the community.

Leadership quality plays a key role in the success of government agencies. A qualified leader can provide clear direction, motivate employees, and guide them in achieving organizational goals. Strong leadership is needed to face various challenges and achieve significant results. An effective leader in a government agency certainly has a clear vision related to the improvement and development of his organization. By having this vision, leaders can direct agency efforts to achieve long-term goals that support equity and overall improvement of working conditions. The position of leaders in a government agency has a very strong influence in shaping and influencing the performance of their subordinates.

In addition, motivation is a crucial factor that can support better employee performance. Motivation plays a key driver that drives individuals to achieve goals, increase productivity, and contribute positively. Employees who feel motivated tend to show higher levels of engagement in their work. This motivation can come from a variety of factors, such as recognition of achievements, career development opportunities, or a sense of responsibility for the organization's tasks and goals. It is useless to have strong and quality leadership if employee motivation is inconsistent. While good leadership can provide direction, vision, and support, but without strong motivation from employees, the full potential of that leadership may not be achieved. Optimal performance requires synergy between leadership that leads effectively and motivated employees.

Inconsistent or low motivation can be a serious obstacle to achieving organizational goals. Employees who lose motivation can show signs such as decreased productivity, unloyalty to tasks, and even decreased work quality. This can hinder the overall progress of the organization.

Motivation is the main driver that gives strength to individuals in carrying out tasks and working. As a source of internal energy, motivation can arise from a variety of factors such as personal goals, a desire to succeed, responsibility for work, or a sense of accomplishment. When a person feels motivated, they tend to have high morale, strong fighting power, and a willingness to overcome obstacles that arise. Motivation can also be the glue between individuals and their work, creating a deep sense of involvement and commitment to the organization's goals. With motivation, individuals are able to overcome challenges, maintain productivity, and achieve better results in the work environment. Therefore, it is important for individuals to understand and care for their motivation as a source of the underlying strength for performance and success in a career.

Motivation is not the only element that affects employee performance. Some individuals may be highly motivated, but if there are organizational barriers or ambiguities in goals, their performance may not reach their full potential. In addition, each individual has a different source of motivation, and not all types of motivation can have a consistent positive impact. For example, intrinsic motivation stemming from personal satisfaction with work may be more sustainable than extrinsic motivation stemming from external rewards or incentives. To achieve significant performance improvements, it is important to adopt a holistic approach, integrating motivational factors with other organizational and managerial factors. Only with a thorough understanding of the complexities of these dynamics can an organization create a work environment that supports the optimal growth and performance of its employees.

Organizational commitment can play a role in supporting consistent performance in an organization. When individuals feel attached and have a sense of responsibility to the organization's goals and values, they will be more likely to show their dedication to making maximum contributions. Leadership qualities play a central role in shaping this organizational commitment. Effective leaders not only motivate but create an environment where employees feel valued, heard, and engaged. Leadership that is able to direct vision, provide clear direction, and provide support for employees' personal and professional development can form strong bonds between individuals and organizations. Leaders who are able to inspire organizational commitment are more likely to create a work culture that promotes collaboration, innovation, and high performance. Furthermore, motivation that leads to organizational commitment can provide stability, overcome challenges and maintain work morale in the midst of change or pressure. When employees feel that their individual goals align with the organization's vision and mission, they are more likely to maintain focus and consistency in their day-to-day work.

The Ministry of Manpower has an agenda to strengthen the main factors of economic development through increasing the competitiveness of the workforce, the Independent Labor Program (TKM) offers training and assistance for business facilities through the Professional Independent Youth Workforce Formation Program (TKPMP). In this program, the Ministry of Manpower offers training programs and assistance for business facilities aimed at retired volunteer workers (TKS) and their fostered groups through subsidies, programs and programs to strengthen the business of assisted groups. The purpose of Community Empowerment activities through Independent Labor is to create job opportunities and businesses for unemployed educated workers, create and increase employment opportunities and strive for educated workers, increase knowledge, abilities, skills and business insights; and fostering and developing cadres of New Entrepreneurs or beginner entrepreneurs who are independent and productive by optimizing the potential of available resources.

The Gowa Regency Manpower and Transmigration Office is one of the government agencies that has an important role in realizing various official programs and one of them is the Distribution of Assistance for Independent Labor Activity Programs in the Gowa Regency area. Employees in carrying out their duties to distribute Assistance for the Independent Labor Activity Program in the Gowa Regency area, there are several obstacles that make employee performance not optimal. Some of the influencing factors are the lack of understanding and support regarding the mechanism for distributing aid, in addition to administrative and regulatory constraints.

## **Literature Review**

Leadership quality has a central role in determining the direction, motivation, and achievement of employee performance. Quality leaders are able to provide inspiration, direction, and empower employees to achieve organizational goals (Liden et al., 2014; Hasibuan, 2018). Research shows that effective leadership creates a positive work environment that supports collaboration and innovation (Chi-Min & Tso-Jen, 2018). However, not all studies are consistent. Several studies have found that leadership does not always have a significant effect on employee performance due to other organizational factors, such as rigid structures and policies (Bani Mirza, 2021; Asbari et al., 2020).

Organizational commitment is defined as an employee's emotional and psychological attachment to the organization. Employees with high commitment show better loyalty, satisfaction, and motivation at work (Ginanjar & Berliana, 2021; Saragih, 2022). Organizational commitment strengthens retention and reduces turnover, as well as being an important mediating factor in the relationship between leadership and performance (Donkor & Zhou, 2020; Darmawan & Mardikaningsih, 2021).

Motivation is a crucial factor in increasing employee productivity and work quality. Motivated employees show higher work involvement, enthusiasm, and responsibility in achieving organizational goals (Mangkunegara, 2020; Adriani & Charli, 2023). Research by Perry & Wise (1990) emphasizes public service motivation as a key factor for state civil servants (ASN) in providing quality services.

However, the relationship between motivation and performance is not always linear. Several studies show that motivation does not have a significant effect on performance because it is influenced by external factors such as working conditions and reward systems (Zuraida et al., 2023; Yusuf et al., 2023).

Many studies confirm that organizational commitment and motivation play a role as mediating variables in the relationship between leadership quality and employee performance. Effective leaders can foster a sense of belonging, loyalty, and emotional involvement of employees (Ennis et al., 2018). This strengthens work motivation and ultimately improves performance (Tueno, 2020; Ypapanti & Constantoglou, 2021). Thus, organizational commitment and motivation not only have a direct effect on performance, but also strengthen the influence of leadership on the achievement of organizational goals.

## Research Design and Methodology

Research is basically to show the truth and problem solving of what is being researched to achieve this goal, an appropriate and relevant method is carried out for the purpose being researched. Research methods are defined as scientific ways to obtain data with specific purposes and uses" (Sugiyono, 2017). The research design used is survey research, survey research is included in quantitative research to examine the behavior of an individual or group. In general, survey research uses questionnaires as a data collection tool. Survey research is a study that takes samples from a single population and uses questionnaires as the main collection tool. The type of research used in this study is quantitative research, where the data obtained from the research population sample is then analyzed according to the statistical method used and then interpreted. Using a cross-sectional approach, which is a method to test certain theories by examining the influence between variables. The location of this research was the Gowa Regency Manpower and Transmigration Office. Research time is the period of time during which a particular research or study is conducted or analyzed. The time for this research will be carried out for 2 months, namely from December 2024 to January 2025. In statistics, population refers to the entire group of individuals or elements that are to be studied or sampled. This population represents all relevant groups for a study or analysis, but it is often difficult or expensive to collect data from the entire population, The population in this study is 113 employees of the Gowa Regency Manpower and Transmigration Office. In this study, the sampling technique used is non-probability sampling, with a census or saturated sample type.

## Results and Discussion

This study uses path analysis to find the influence of independent variables on dependent variables through regression X1, X2, through Y to Z as dependent variables. The regression results like this can be seen in the table below:

**Table I. Test Results Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.814	.545		7.001	.000
Kualitas Kepemimpinan (X)	.390	.128	.796	13.833	.000

a. Dependent Variable: Komitmen Organisasi (Y1)

Source : SPSS 2025

Based on the SPSS output table, the available analysis results are then compiled into the following equation:  $Y1 = X + e1$

Based on the regression equation, the following results were obtained:  $Y = 0,796 + e1$

Means : The regression coefficient value of the Leadership Quality variable is + 0.796, if the Leadership Quality variable increases, the Organizational Commitment variable will also increase, and vice versa.

**Table 2. Test Results**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.790	1.215		8.061	.000
Kualitas Kepemimpinan (X)	.264	.063	.371	4.203	.000

a. Dependent Variable: Motivasi Pelayanan Publik Untuk ASN (Y2)

Source : SPSS 2025

Based on the SPSS output table, the available analysis results are then compiled into the following equation:  $Y_2 = X + e_2$

Based on the regression equation, the following results were obtained:  $Y = 0.371 + e_2$

Means : The regression coefficient value of the Leadership Quality variable is a value of + 0.371, if the Leadership Quality variable increases, the variable of Public Service Motivation for ASN will also increase, and vice versa.

**Table 3. Test Results**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.325	.868		1.527	.130
Kualitas Kepemimpinan (X)	.173	.057	.257	3.040	.003
Komitmen Organisasi (Y1)	1.173	.129	.851	9.064	.000
Motivasi Pelayanan Publik Untuk ASN (Y2)	.259	.058	.273	4.460	.000

a. Dependent Variable: Kinerja (Z)

Source : SPSS 2025

Based on the SPSS output table, the available analysis results are then compiled into the following equation:  $Z = X + X_1 + Y_2 + e_3$

Based on the regression equation, the following results were obtained:  $Z = 0,257 + 0,851 + 0,273 + e_3$

Means :

- The regression coefficient value of the Leadership Quality variable is a value of + of 0.257, if the Leadership Quality variable increases, the Performance variable will increase, and vice versa.
- The regression coefficient value of the Organizational Commitment variable is + 0.851, if the Organizational Commitment variable increases, the Performance variable will also increase, and vice versa.
- The regression coefficient value of the Public Service Motivation variable for ASN is a value of + 0.273, if the variable Public Service Motivation for ASN increases, then the Performance variable will also increase, and vice versa.

## ***Discussion***

### **The Influence of Leadership Quality on Organizational Commitment at the Gowa Regency Manpower and Transmigration Office**

Based on the results of the SPSS research, it is known that the calculation value on the variable Leadership Quality with Organizational Commitment is 13.833, while the t table is 1.659, the p value is  $0.000 < \alpha 0.05$ , this shows that the Leadership Quality variable has a positive and significant effect on the Organizational Commitment at the Gowa Regency Manpower and Transmigration Office.

Effective leaders can increase employee commitment through a variety of ways, such as creating a positive work environment, providing support and recognition, and motivating employees to achieve organizational goals (Cahyati & Adelia, 2024).

Transformational leadership, characterized by inspiration, vision, and attention to individual needs, has been shown to increase organizational commitment. Transformational leaders encourage employees to engage more deeply with organizational goals and feel emotionally attached (Hidayati, 2014).

The researcher views that leadership quality plays a crucial role in shaping and improving organizational commitment in the work environment, especially at the Gowa Regency Manpower and Transmigration Office. High significance values indicate that leaders who are able to implement the right leadership style—whether transformational, servant, or participatory—can effectively foster employees' sense of belonging, loyalty, and emotional attachment to the organization. By creating a supportive work environment, recognizing contributions, and involving employees in the decision-making process, leaders not only strengthen organizational commitment but also drive overall performance improvements. These findings confirm that investing in leadership quality development is an important strategy in building a solid and sustainable organization.

### **The Influence of Leadership Quality on Public Service Motivation for ASN at the Manpower and Transmigration Office of Gowa Regency**

Based on the results of the study, it is known that the calculation value on the variable of Leadership Quality with Public Service Motivation for ASN is 4.203, while t table is 1.659, p value is  $0.000 < \alpha 0.05$ , this shows that the Leadership Quality variable has a positive and significant effect on Public Service Motivation for ASN at the Gowa Regency Manpower and Transmigration Office.

Effective leadership, especially leadership that serves, can increase ASN's work motivation, productivity, and quality of public services. Good leadership can also create a positive work culture and increase ASN's commitment to the organization (Katili & Sakir, 2024).

High motivation in ASN will improve the quality of public services. Motivated civil servants tend to be more proactive in carrying out their duties and strive to meet service quality standards. Leaders have an important role in increasing the motivation of civil servants through various ways, such as providing recognition and appreciation for good performance, creating a supportive work environment, and providing employee training and development (Aisyah, et al., 2024).

The researcher's view is that leadership quality has an important role in increasing public service motivation for civil servants at the Gowa Regency Manpower and Transmigration Office. The high significance value indicates that effective leadership, especially transformational and servant leadership, is able to create an inspiring, supportive, and empowering work environment. Leaders who are able to provide clear direction, be an example, and provide awards and development opportunities for ASN, can foster work spirit and intrinsic encouragement to provide the best service to the community. Thus, improving the quality of leadership not only has an impact on individual performance, but also on the quality of public services as a whole, which will ultimately strengthen public trust in government institutions.

### **The Influence of Leadership Quality on Performance at the Gowa Regency Manpower and Transmigration Office**

Based on the results of the study, it is known that the calculation value in the variable Leadership Quality with Performance is calculated t value 3.040 while t table is 1.659, p value is 0.003 <  $\alpha$  0.05, this shows that the Leadership Quality variable has a positive effect and performance significance on the Gowa Regency Manpower and Transmigration Office.

Effective leaders are able to create a positive work environment, motivate employees, and provide clear direction, thereby increasing efficiency and productivity. Qualified leaders create a positive and supportive work environment, motivate employees to work better, and provide clear direction and guidance (Cahyati & Adelia, 2024).

The researcher views that the quality of leadership has a significant influence on improving the performance of employees at the Gowa Regency Manpower and Transmigration Office. These results show that effective leadership, characterized by the ability to motivate, provide clear direction, and create a conducive work environment, is able to encourage employees to work more productively and efficiently. Qualified leaders also play an important role in building good communication, strengthening teamwork, and fostering work spirit and responsibility among employees. Thus, improving the quality of leadership is a strategic key in driving overall organizational performance, as well as creating an adaptive and results-oriented work culture.

### **The Effect of Organizational Commitment on Performance at the Gowa Regency Manpower and Transmigration Office**

Based on the results of the study, it is known that the variable of Organizational Commitment with Performance is calculated t value of 9.064, while t table is 1.659, p value is 0.000 <  $\alpha$  0.05, this shows that the variable of Organizational Commitment has a positive and significant effect on Performance at the Gowa Regency Manpower and Transmigration Office.

Organizational commitment is an employee's attitude and loyalty to the organization where he works. This commitment reflects the extent to which employees feel belonging, caring, and emotionally attached to the organization. In the context of human resource management, organizational commitment is very important because it can affect various aspects of work behavior, including motivation, discipline, and overall employee performance (Yusuf & Syarif, 2018).

The researcher argues that organizational commitment has a very important and significant role in improving employee performance at the Gowa Regency Manpower and Transmigration Office. These findings show that employees who have emotional attachment, a sense of responsibility, and loyalty to the organization tend to show more optimal performance. Strong commitment encourages employees to work with high dedication, maintain discipline, and actively contribute to the achievement of organizational goals. The three dimensions of commitment— affective, normative, and continuous— synergistically form the foundation of a positive and productive work attitude. Therefore, efforts to increase organizational commitment through supportive leadership, a fair reward system, and a healthy work environment are important strategies in creating high-performing and sustainable organizations.

### **The Influence of Public Service Motivation for ASN on Performance at the Gowa Regency Manpower and Transmigration Office**

Based on the results of the study, it is known that the variable of Public Service Motivation for ASN with Performance is calculated to be 4,460 while t table is 1,659, p value is 0.000 <  $\alpha$  0.05, this shows that the variable of Public Service Motivation for ASN has a positive effect and performance significance at the Gowa Regency Manpower and Transmigration Office.

Strong motivation in ASN will produce more efficient, effective, and community-oriented services. This will increase public trust in government agencies and strengthen the government's reputation. Public service motivation encourages ASN to continue to improve their competence and

work quality. Training, career development, and recognition of good performance can be a means to increase the motivation and competence of civil servants (Yulianto & Harsoyo, 2023).

Optimal performance of civil servants, driven by public service motivation, will help organizations achieve their goals more effectively. It will also strengthen the reputation of the agency and increase public trust. Giving awards, opportunities for self-development, and good communication with superiors can be ways to increase ASN motivation. In addition, creating a positive and supportive work environment is also important to improve employee motivation and performance.

The researcher's view is that public service motivation has a positive and significant influence on the performance of civil servants at the Gowa Regency Manpower and Transmigration Office. These findings indicate that the higher the motivation that ASN has in providing services to the community, the higher the level of performance shown. Motivated civil servants tend to be more proactive, enthusiastic, and responsible in carrying out their duties, which ultimately has an impact on improving the quality of public services. Strong motivation also encourages ASN to continue to develop competence and professionalism, while creating a productive and community-oriented work culture. Therefore, it is important for government agencies to create a system that supports increasing the motivation of civil servants, such as awarding, continuous training, and a conducive and inclusive work environment.

#### **The Influence of Leadership Quality on Performance through Organizational Commitment at the Gowa Regency Manpower and Transmigration Office**

Based on the results of the study, it is known that the results of the sobel test for the variable of Leadership Quality (X) to Performance (Z) through Organizational Commitment (Y1) are 4.525 at a significance of 0.000. This shows that the value of t is greater than the t table of  $4.525 > 1.659$  So it can be concluded that Leadership Quality has a positive effect on Performance through Organizational Commitment at the Gowa Regency Manpower and Transmigration Office.

Good leadership quality plays an important role in building organizational commitment, and organizational commitment is an important factor in improving employee performance. Leaders who are able to motivate and support employees can create a positive work environment, increase employee engagement, and ultimately improve organizational performance (Nasir, 2020).

Good leaders are able to foster organizational commitment by treating employees fairly, giving them proper rewards, and involving them in decision-making. When employees feel valued and trusted, they will develop a sense of belonging to the organization. This commitment then encourages them to work harder, show loyalty, and maintain integrity in carrying out their duties (Lubis & Zulkarnain, 2018).

The researcher argues that good leadership quality has a significant impact on employee performance through increased organizational commitment. These findings show that effective leaders are able to create an environment that supports, motivates, and treats employees fairly, thereby building a sense of attachment and loyalty to the organization. Strong organizational commitment then becomes a major driving factor in improving individual performance, where employees who feel valued tend to be more disciplined, creative, and passionate in achieving common goals. Therefore, it is important for organizations to focus on developing leadership qualities that not only direct but also empower employees to thrive, as this will have a direct effect on the achievement of optimal performance and the overall success of the organization.

#### **The Influence of Leadership Quality on Performance through Public Service Motivation for Civil Servants at the Gowa Regency Manpower and Transmigration Office**

Based on the results of the study, it is known that the results of the sobel test for the variable of Leadership Quality (X) to Performance (Z) through Public Service Motivation for ASN (Y2) are 3.676 at a significance of 0.000. This shows that the value of t is greater than the t table of  $3.676 > 1.659$  Therefore, it can be concluded that Leadership Quality has a positive effect on Performance through Public Service Motivation for ASN at the Gowa Regency Manpower and Transmigration Office.

Good leadership can increase work motivation, productivity, and quality of public services, thereby improving the performance of ASN. Good leadership can also increase the motivation of civil servants to provide quality public services. Leaders who are able to build a positive work atmosphere, provide rewards for good performance, and provide opportunities for self-development will encourage ASN to provide the best service (Nasution & Rizky, 2024).

Leadership quality plays an important role in encouraging employee performance, especially in the context of state civil servants (ASN) who focus on public services. Effective leadership in government organizations can motivate civil servants to provide optimal services to the community. Leaders who have high leadership qualities, such as communication skills, integrity, and the ability to make the right decisions, can create a work climate that is conducive to improving employee performance (Katili & Sakir, 2024).

The researcher's view is that good leadership quality plays an important role in improving the performance of civil servants through public service motivation. These findings show that effective leaders are able to create a positive work climate, motivate civil servants to work with high dedication, and give appropriate rewards for their contributions. With the right motivation, both intrinsic and extrinsic, civil servants are more motivated to provide the best service to the community, which ultimately has a positive impact on their performance. Therefore, the development of leadership quality in government agencies is very important, because good leaders not only increase the motivation of civil servants, but also create high involvement in public service tasks. This will contribute to the achievement of the goals of government organizations that are more efficient and professional in providing services to the community.

## Conclusion

Based on the results of the analysis and discussion in the research that has been carried out, it can be concluded in this study that the results of SPSS variable Leadership Quality with Organizational Commitment are calculated at 13.833, at t table 1.659, p value is  $0.000 < \alpha 0.05$ , the Leadership Quality variable with Public Service Motivation for ASN is 4.203, while t table is 1.659, p value  $0.000 < \alpha 0.05$ , Leadership Quality variable with Performance t-table is calculated 3.040 medium t table 1.659, p value  $0.003 < \alpha 0.05$ , organizational commitment variable with performance t-value is calculated 9.064, medium t table is 1.659, p value value  $0.000 < \alpha 0.05$ , Public Service Motivation variable for ASN with Performance t-value is calculated 4.460 while t table is 1.659, The p value of  $0.000 < \alpha 0.05$ , and the results of the sobel test for the variable of Leadership Quality (X) to Performance (Z) through Organizational Commitment (Y1) were 4.525 at a significance of 0.000. This shows that the value of t is greater than the t table of  $4.525 > 1.659$ , and the results of the sobel test for the Leadership Quality variable (X) to Performance (Z) through Public Service Motivation for ASN (Y2) is 3.676 at a significance of 0.000. This shows that the t-value is greater than the t-table of  $3,676 > 1,659$ , this proves that all variables have a positive and significant effect on the Gowa Regency Manpower and Transmigration Office.

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