

The Effect of Organizational Commitment, Job Placement Suitability, and Leadership Style on Employee Performance in UMKM Kasongan Tourism Village, Special Region of Yogyakarta

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Abstract

Using a by-order system in making pottery in UMKM Kasongan Tourism Village has resulted in many craftsmen feeling less able to develop their abilities which affects performance. This study aims to test organizational commitment, suitability of job placement, and leadership style on employee performance. The population of this study was all workers as craftsmen in Kasongan Tourism Village, totaling 43 employees who as craftsmen data came from Kasongan Village. The sampling technique used saturated samples. The analysis tool for this study used multiple linear regression which was processed using SMART PLS. The results of the study said that organizational commitment did not affect employee performance, while suitability of job placement and leadership style had a positive and significant effect on employee performance. The implications of this study say that in developing human resources in craftsmen, leadership style and suitability of job placement are needed to improve employee performance.

Keywords: Employee Performance, Organizational Commitment, Job Placement Suitability, Leadership Style, Tourism Village

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INTRODUCTION

The existence of MSMEs plays a vital role in the Indonesian economy, contributing to more than 60 percent of the Gross Domestic Product (GDP) and absorbing around 97 percent of the national workforce. The performance of MSME workers in Indonesia faces various challenges, most of which are caused by low employee performance. Optimal performance is not only influenced by internal factors of employees, such as ability and motivation but also by various external factors related to the work environment. Commitment, suitability of job placement,

and leadership style are some of the important factors that are believed to have a significant influence on employee performance. One of the MSMEs that is developing in the Special Region of Yogyakarta is the Kasongan area. Kasongan Village is a tourist village famous for its creative pottery industry. Pottery from Kasongan Village has been exported abroad. However, in making pottery crafts, the by-order system is still used. Craftsmen work according to orders or orders ordered by sellers, usually, the sellers already have their designs and the craftsmen make them with their expertise. If this system is continued, it will affect employee performance. Using a by-order system results in employees resigning from their jobs because the work they do cannot hone their abilities to become more developed and makes employees feel bored doing pottery crafts (Heru & Aziz, 2023).

Organizational commitment has been identified as one of the significant determinants of employee performance in various studies. According to Robbins and Judge, (2017), organizational commitment is the extent to which an employee identifies with their organization and its goals and their desire to maintain membership in the organization. Employees who are committed to their company usually feel more connected to the company and understand the company's goals. Research by Yousef, (2017) confirms that organizational commitment is positively related to employee performance, especially in the context of smaller organizations such as MSMEs. This is reinforced by research by Jatiningrum CD, Kuswandi, & Rahayu, (2024) who also found that there is an influence of organizational commitment on employee performance, so organizational commitment is a consideration for employees to improve performance. However, research by Supriyanto & Sapruwan, (2022) states that organizational commitment and training do not affect employee performance, while competence has a positive and significant effect on employee performance.

Appropriate employee job placement not only provides benefits to the organization but also has a positive impact on employees individually. Employees tend to be more motivated in carrying out their duties if they clearly understand the scope of work that is their responsibility, so this has the potential to increase the level of work productivity. In the study of Djoharam, (2014). Placement has a positive and significant effect on employee performance at the Office of the Directorate General of State Assets of North Sulawesi and North Maluku in Manado. However, research by Yani, *et al.*, (2016) stated that the suitability of placement does not affect employee performance. Leadership style plays an important role in supporting employee performance. A good leadership style will be able to inspire, motivate, and support employees and will be able to significantly improve employee performance. Leadership style refers to the approach applied by a leader in directing an organization, by utilizing the organization's internal resources to achieve predetermined goals. Human resources are one of the resources in an organization that can be utilized to achieve the goals of the organization's leaders. According to Sundjoto and Rahayu, (2023), leadership style, organizational culture, organizational climate, and work environment simultaneously have a significant effect on employee performance. It is also explained in the research of Krisnawida, (2023) that the leadership style variable affects employee performance at KPP Pratama Bangkalan.

However, Saifullah's research (2012) stated that leadership style does not affect employee performance.

Every company must be able to develop and improve the quality of the company by holding various methods that are arranged in a program to improve the performance of its employees. The main factor of the company's existence depends on the people involved behind it as the driving force of the company. To achieve the company's goals, competent Human Resources (HR) are needed to carry out their work. HR management is a system that aims to influence the attitudes, behaviors, and performance of employees so that they can provide optimal contributions to achieve the company's goals. To achieve good company performance, employees with good performance are also needed. Good performance is characterized by the completion of all tasks set by the manager with quality results, and on time in achieving the targets set by the company. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. The performance process in an organization is influenced by many factors, as stated by Wibowo, (2017) the first factor is personal factors such as skill level, motivation, and commitment, then leadership factors, co-worker factors, work system factors and facilities provided by the organization, and finally the work situation factor which is seen from the high level of pressure and changes in the internal and external environment.

One phenomenon that needs to be considered by organizational leaders is employee job satisfaction because employee job satisfaction is closely related to employee performance. Someone satisfied with their work will have high motivation and work participation so that they will continue to improve their performance. Job satisfaction is a reflection of an individual's feelings and attitudes towards their work which is an interaction between the person concerned and their work environment (Mukmin & Prasetyo, 2021). If an employee has obtained satisfaction from his work, he will feel happy to do the tasks given to him. Several other factors can affect a person's job satisfaction such as work environment factors, leadership factors, co-worker relationship factors, and other factors. Because employees spend a lot of time at work, these things need to be considered to increase employee satisfaction so that they can support performance and achieve organizational goals. Performance in an organization is carried out by all human resources in the organization, both leaders and workers. Leadership and leadership style in the organization plays a major role in influencing employee performance (Amalna & Ardyansyah, 2023).

How leaders establish relationships with workers; how they reward high-achieving workers; and how they develop and empower their workers; greatly influence the performance of the human resources who are their subordinates. In an organization, leaders have a strong role in fostering employee morale so that they can improve employee performance. Effective group performance depends on the suitability of the leadership style and the extent to which the situation gives control to the leader. The overall pattern of leader actions can be interpreted as leadership style. Leadership style represents the attitude and skills of a leader to influence others to achieve well-defined goals. Success and failure in achieving organizational goals can be determined by a person's leadership style in managing all existing

resources. Because of this leadership style, the work atmosphere will be determined. The stronger the leadership style applied by a leader can form or create a culture in the organization. A leader forms a culture and in turn is formed by the resulting culture, so it can be said that leadership and organizational culture are interconnected. As stated by Hasbi, (2021) who said that organizational culture is the result of the process of merging the cultural style or behavior of each individual that was previously brought into new norms and philosophies, which have energy and group pride in facing something and certain goals

Culture in an organization can influence the way members of the organization work and behave so that a pattern of habits is formed in acting and thinking by all members of the organization to achieve organizational goals. The performance of all human resources in the organization is very much determined by internal and external environmental conditions. Therefore, the ability to create an organization with a culture that can drive performance is a must. Organizational culture encourages employees to always achieve better work performance or productivity. This can be achieved if the socialization process can be carried out properly to its targets. Thus, employees have or know for sure about their careers in the organization so they are encouraged to be consistent with their duties and responsibilities (Firdausi & Ardyansyah, 2023).

This study focuses on discussing employee performance in Tourism Villages, while previous studies have discussed more research on employee performance in private institutions and government institutions. In their daily lives, employees spend a lot of time at work, so several factors determine whether or not employees are satisfied with their workplace. In the literature review, job satisfaction variables are divided into two categories, namely Organizational Variables and Personal Variables. The following are 10 variables included in the category of organizational variables that determine the rise and fall of job satisfaction, namely organizational development factors, compensation and benefit policy factors, promotion and career development factors, job satisfaction factors, work security factors, work environment factors, relationship factors with superiors, relationship factors with coworkers, leadership style factors, and other factors. Job satisfaction can be related to psychological factors. Several personal variables also determine the level of employee job satisfaction, which are included in this category gender factors, age factors, education factors, personality factors, and expectation factors (Widayanti, 2015).

METHODOLOGY

This study uses a quantitative research approach, with primary data sources. Where data is obtained by going directly to the field without intermediaries. The population of this study is all workers as craftsmen in the UMKM Kasongan Tourism Village, totaling 43 employees as craftsmen. The sampling technique uses saturated samples. The operational definition in the context of this study can be explained as follows Organizational commitment can be interpreted as the level of loyalty and involvement of employees towards the organization where they work. In this study, organizational commitment can be measured through three dimensions:

affective commitment (emotional), normative commitment (moral obligation), and ongoing commitment (necessity due to investment of time and energy). Placement suitability is the extent to which the job position occupied by employees matches their qualifications, skills, and interests. This includes the suitability between employee abilities and job demands, as well as employee interests and preferences for the work they do.

Leadership style can be understood as the ability and skills of individuals who occupy leadership positions in a work unit to influence others, especially their subordinates so that they can think and act in a certain way. Through positive behavior, the leader is expected to be able to make a significant contribution to achieving organizational goals. 4. Employee performance is a combination of ability, effort, and opportunity that can be assessed from the results of their work. Analysis tools This research uses descriptive analysis techniques and quantitative analysis techniques with a structural equation model or Structural Equation Modeling (SEM), especially Partial Least Square (PLS) because: the research variables are latent variables that are reflected by the variable indicators.

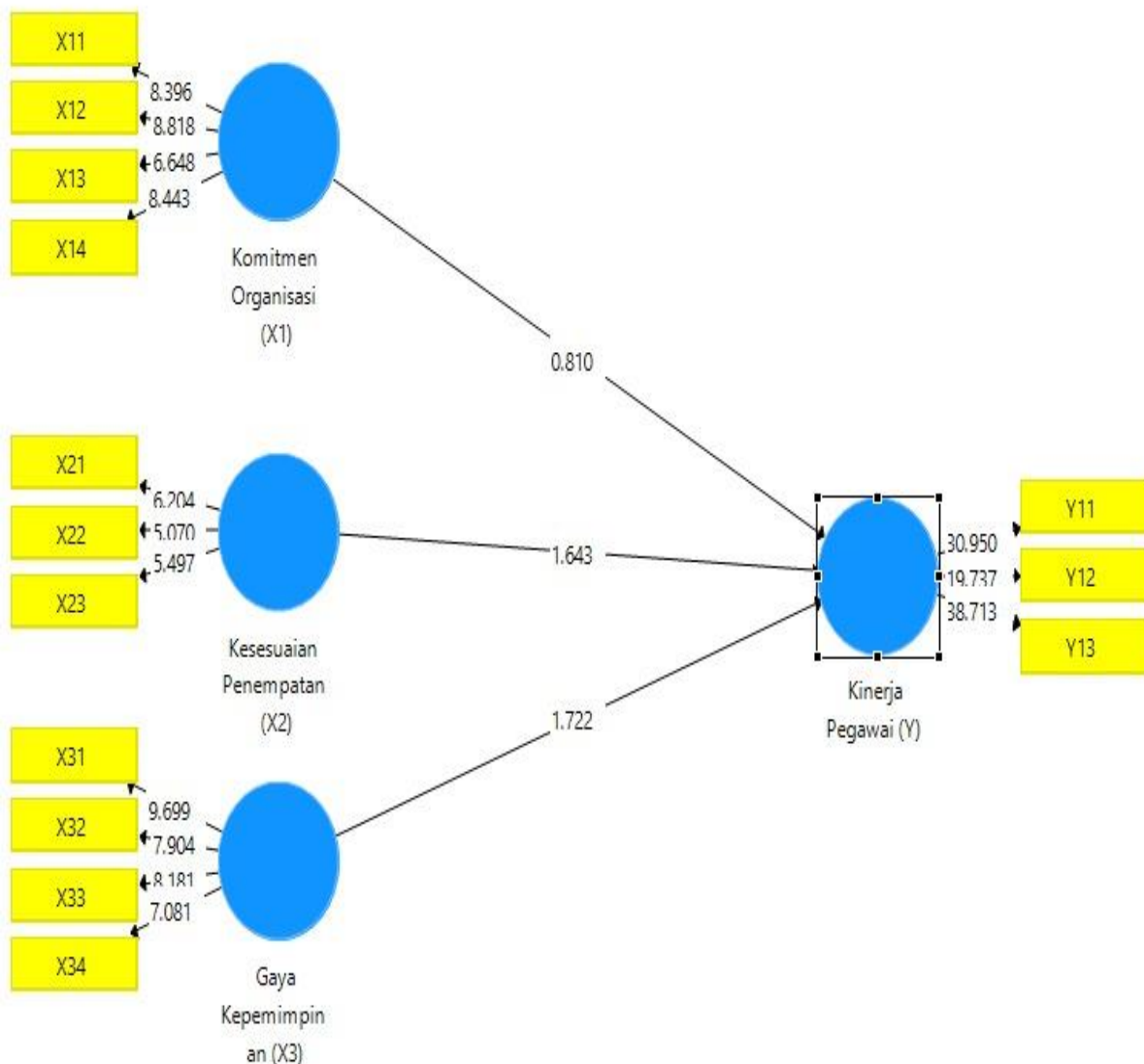


Figure 1. Research Conceptual Framework

RESULT AND DISCUSSION

Validity Test

The validity of the instrument is evaluated based on the convergent validity and discriminant validity of its indicators which are calculated using Partial Least Square (PLS). Convergent validity is used to determine the validity of each relationship between indicators and their latent constructs (variables). Convergent validity parameters include 2 things, namely the questionnaire item loading value (> 0.7), and the Average Variance Extracted (AVE) value with a value (> 0.5). According to Chin, (convergent validity) is said to be high if the loading value is above 0.7 (Ghozali, 2006). For discriminant validity, it is seen from the loading factor of each questionnaire item with the construct that represents it.

Table 1. Validity Table of Factor Loading Values

Item	Loading Values	Criteria	Description
X ₁₁	0.925	0.700	Valid
X ₁₂	0.899	0.700	Valid
X ₁₃	0.812	0.700	Valid
X ₁₄	0.954	0.700	Valid
X ₂₁	0.954	0.700	Valid
X ₂₂	0.902	0.700	Valid
X ₂₃	0.912	0.700	Valid
X ₃₁	0.923	0.700	Valid
X ₃₂	0.888	0.700	Valid
X ₃₃	0.897	0.700	Valid
X ₃₄	0.874	0.700	Valid
Y ₁₁	0.914	0.700	Valid
Y ₁₂	0.883	0.700	Valid
Y ₁₃	0.954	0.700	Valid

The validity test of the job satisfaction variable instrument in Table 2 shows that all items have an Average Variance Extracted value with a value (> 0.5) so that the validity test is declared valid.

Table 2. AVE Value Validity Table

	AVE	Criteria	Description
Organizational Commitment (X ₂)	0.809	0.500	Valid
Placement Suitability (X ₂)	0.852	0.500	Valid
Leadership Style (X ₃)	0.803	0.500	Valid
Employee Performance (Y ₁)	0.842	0.500	Valid

From Table 2, it can be seen that all AVE values of Average Variance Extracted (AVE) are more than 0.500, which means that all variables are declared valid.

Reliability Test

According to Sugiyono, (2009), the results of the study are said to be reliable if there are similarities in data at different times. A reliable instrument is an instrument that several times to measure the same object will produce the same data. To test the reliability of the instrument, Cronbach's Alpha Coefficient formula is used (Suharsimi Arikunto, 2002). The greater the alpha value produced (greater than 0.6) means that the questionnaire items are more reliable. To test reliability, the Cronbach alpha coefficient of 0.6 is used. The results of the reliability test of the four variables are presented in the table.

Table 3. Instrument Reliability Test Results

	Cronbach's Alpha	Criteria	Composite Reliability	Criteria	Description
Organizational Commitment (X1)	0.922	≥ 0,600	0.944	≥ 0,700	Reliable
Placement Suitability (X2)	0.918	≥ 0,600	0.945	≥ 0,700	Reliable
Leadership Style (X3)	0.921	≥ 0,600	0.942	≥ 0,700	Reliable
Employee Performance (Y1)	0.907	≥ 0,600	0.941	≥ 0,700	Reliable

The results of the reliability test in Table 3 show that the Cronbach's Alpha reliability coefficient value of each variable is greater than 0.60, which means it is reliable. Thus, all question items in the research instrument are suitable as instruments to measure the variables of organizational commitment (X1), suitability of placement (X2), leadership style (X3), on employee performance (Y1), because they have met the recommended validity and reliability requirements and then the data obtained from the questionnaire is composited by finding the average value to represent the variables in this study.

Table 4, Partial Least Square (PLS) Analysis Table

Coefficient of Determination	R Square	
	R Square	Adjusted R Square
Employee Performance	0.320	0.268

It was also found that the coefficient of determination (R²) of employee performance was 0.320, which means that around 32% of the variation in employee performance variables can be explained by the three variables of organizational commitment, job placement, and leadership style together. While the remaining 68% is explained by other variations outside the model. The results of the path analysis using the Partial Least Square (PLS) analysis technique can be seen in Table 5.

Table 5. Partial Least Square (PLS) Analysis Table Influence Between Variables

	Original Sample	Sample Mean	Standard Deviation	T Statistik	P Values
Organizational Commitment -> Employee Performance	0.177	0.173	0.210	0.824	0.200

Placement Suitability -> Employee Performance	0.307	0.290	0.176	1.747	0.041
Leadership Style -> Employee Performance	0.327	0.329	0.188	1.738	0.041

The direct influence of organizational commitment on employee performance. The results of the analysis of the direct influence of training on employee performance obtained a coefficient weight of 0.177 and a significant figure of $0.200 > 0.05$. This indicates that the organizational commitment variable does not affect employee performance. The direct influence of placement suitability on employee performance. The results of the analysis of the direct influence of placement suitability on employee performance obtained a coefficient weight of 0.307 and a significant figure of $0.041 < 0.05$. This indicates that the placement suitability style variable has a positive and significant effect on employee performance. The direct influence of leadership style on employee performance. The results of the analysis of the direct influence of leadership style on employee performance obtained a coefficient weight of 0.327 and a significant figure of $0.041 < 0.05$. This indicates that the leadership style variable has a positive and significant effect on employee performance.

Discussion

The Influence of Organizational Commitment on Employee Performance

In this study, organizational commitment did not affect employee performance. The results of the analysis of the direct influence of training on employee performance obtained a coefficient weight of 0.177 and a significant figure of $0.200 > 0.05$. This indicates that the organizational commitment variable does not affect employee performance. Weiner's theory, (1982) shows that organizational commitment, although important, is not the only factor that influences motivation or performance. The results of this study indicate that a higher organizational commitment to employees can contribute to improving employee performance. However, in the context of this study, this contribution is not significant or is classified as low. In other words, organizational commitment has not been able to provide a significant impact on improving employee performance. This is due to the perception of employees in the pottery industry who feel they do not get enough organizational support to achieve common goals. In addition, the weakest indicator identified is organizational learning, where employees feel that the company is still stagnant and does not show organizational sustainability (Chaidir & Khotijah, 2021).

Employees also tend not to have enough experience regarding the importance of organizational commitment, so they consider it less relevant. Declining employee attitudes and behavior, such as not complying with work-hour regulations, ignoring superiors' directions, or choosing to resign, also affect the relationship between organizational commitment and performance. Although employees are committed to the organization, their contributions are often limited to fulfilling formal role demands without making additional efforts, such as helping coworkers who are having difficulties. In contrast, employees who are satisfied with aspects of the organization tend to perform better. This indicates that job satisfaction plays an

important mediator in the relationship between organizational commitment and employee performance (Rahayu & Hasbi, 2022). This study is in line with the findings of Ghofuri A, Supriyanto, & Sapruwan, (2022) that organizational commitment and training do not affect employee performance, while competence has a positive and significant effect on employee performance. In a study conducted by Riketta, (2022), it was found that efforts to only increase organizational commitment are not necessarily enough to significantly improve employee performance. Instead, organizations are advised to consider other factors, such as providing training, designing more effective jobs, and providing motivation-based incentives, to support the achievement of optimal performance (Iswanaji et al., 2022).

The Influence of Placement Suitability on Employee Performance

The results of the analysis of the direct influence of placement suitability on employee performance obtained a coefficient weight of 0.307 and a significant figure of $0.041 < 0.05$. This indicates that the placement suitability variable has a positive and significant effect on employee performance. Based on the results of the analysis, it can be concluded that the second hypothesis which states that placement suitability has a partially significant effect on employee performance, is proven to be accepted. Mathis, (2016) stated that job placement is a process that involves giving certain tasks or jobs to employees, accompanied by authority and responsibility by the structure or part of the organization, and considering the potential risks that can arise from the job. The results of this study indicate that the job placement variable has a significant effect on employee performance at the Kasongan Tourism Village UMKM. This finding is supported by data obtained from the questionnaire distributed to respondents, which includes three question items regarding employee job placement.

The average score given by respondents was 4, indicating that they agreed with the job placement carried out. This indicates that if job placement is done properly, according to the abilities and strengths possessed, and appreciates the efforts given, employees will tend to show a professional attitude, work hard, and strive to achieve better results, which in turn can improve their performance. Employees feel that the job placement that has been carried out so far has been by their capacity and skills. The results of this study are consistent with the findings of Pascual & Miguel-Alonso, (2008), which state that job placement affects performance by reducing inefficiencies in scheduling. Proper placement, supported by experience, can improve performance. Similar findings were also found in the study of Kones T, Niha, and Manafe, (2022), which showed that the suitability between employee placement and work division has a positive and crucial impact on employee performance. Partially, job placement variables and work environment variables have a positive and significant effect on the performance of employees of the East Java Regional Police Logistics Bureau (Anjasmara, 2022).

The Influence of Leadership Style on Employee Performance

The results of the analysis of the direct influence of leadership style on employee performance obtained a coefficient weight of 0.327 and a significant figure of $0.041 < 0.05$. This shows that the leadership style variable has a positive and

significant effect on employee performance. Based on the results of the study, it can be concluded that the third hypothesis, which states that leadership style has a partially significant effect on employee performance, is accepted. Sutrisman, (2021) stated that leadership style refers to the behavioral patterns applied by a leader in influencing, directing, and motivating his team members to achieve predetermined goals. This leadership style describes how leaders interact with the team, make decisions, and overcome various challenges that arise. As explained by Sari and Putra, (2019), indicators of leadership style can be recognized through several aspects, including the ability to communicate, decision-making, motivation and influence, and delegation of tasks.

The results of this study indicate that the better the leadership style, the better the employee performance. Honesty from the leader is the strongest indicator, meaning that an honest leader in managing a company is needed by employees to improve their employee performance. The progress of an organization is greatly influenced by the performance of its employees. Every organization will continue to strive to improve the performance of its employees to achieve good and satisfactory work results. Achieving this requires a lot of effort that must be made by both leaders with their leadership style and employees with the performance produced. Each leader has the authority and responsibility to determine all activities in the company, each manager or leader of the organization has great responsibility in all processes that are usually included in human resource management related to employees who are under their authority so that high abilities and skills are needed to lead their employees in the company. This statement is supported by findings in previous studies. Sundjoto, and Rahayu, (2023) revealed that leadership style, organizational culture, organizational climate, and work environment have a significant influence on employee performance simultaneously. However, partially, only leadership style affects employee performance. The study also showed that improving the quality of leadership style will contribute to improving employee performance (Riyayah, 2023).

CONCLUSIONS

The results of the study indicate that organizational commitment does not have a significant effect on employee performance, while the suitability of placement and leadership style are proven to have a positive and significant effect on employee performance. MSMEs operating in Kasongan Tourism Village are advised to provide more support to employees by providing skills training programs, especially in the field of pottery crafts. In addition, periodic employee placement evaluations need to be carried out to ensure the suitability between the tasks given and individual abilities. MSME leaders are advised to take training or courses related to organizational management, human resource management, and innovation in leadership to improve their competence in leading employees. Further research is expected to focus attention on factors that influence organizational commitment in MSMEs in Kasongan Tourism Village, such as developing programs that can increase employee involvement or company policies that support employee career development.

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