



---

## Improving Work Performance And Employee Performance Through Employee Leadership And Commitment In Bali Province

---

<sup>1\*</sup>Nyoman Sucipta, <sup>2</sup>Wayan Ardani, <sup>3</sup>Putu Ari Mulyani

<sup>1,2,3</sup>Mahendradatta University, Denpasar, Indonesia

[komangrafli@gmail.com](mailto:komangrafli@gmail.com)

---

Accepted: July 25, 2024

Published: August 31, 2024

---

### ABSTRACT

The company has a goal to develop and progress according to the predetermined target, so that it can compete with other companies. To achieve the company's goals, of course employees are required to maximize the work performance and performance achieved by employees. Work performance and employee performance can be influenced by various factors, including in this study the emphasis is on leader behavior and employee work commitment. The purpose of this study is to determine the increase in work performance and employee performance through leader behavior and employee work commitment in Bali Province in general, using a review method from the results of previous studies with the main variables on these variables. The methodology used by the author in compiling this article uses an exploratory qualitative approach by reviewing the results of previous studies with related variables, by utilizing the Google search engine on the Google Scholar site. This study uses a review of the results of ten previous studies in a maximum period of 5 years ago, it was concluded that leader behavior and employee commitment have a positive and significant influence on employee work performance and performance variables. Based on this conclusion, it is expected that the Company can prioritize conducive and relatively directing leader behavior and employee commitment can be considered with an increase in achieving the expected work performance and employee performance. Thus, employees will have high initiative to complete the work given by the company.

**Keywords: Employee Performance, Employee Work Commitment, Leader Behavior, Work Achievement**

### INTRODUCTION

The company has a goal for the progress of the company by paying attention to the development of the company, so that it can compete with other companies. Companies that are able to show good performance and achieve company goals will be able to achieve competitive advantage (Ardani and Sunarsi, 2023). Companies that can compete with their competitors are companies that are able to absorb superior workers. If the workforce that is the human resources that are absorbed does not have good performance, it will hinder the achievement of the company's goals. These resources play an important role in the work organization so they must be considered.

To achieve organizational goals, of course employees are required to maximize employee work performance and performance achieved by employees. Employee work performance and performance can be influenced by the work commitment of employees. Employee work commitment is an important thing for companies to pay attention to, because it can affect the achievement of goals and progress of the company in a global competition that often changes. Employee work performance and performance have a very important role in achieving company goals.

Employee commitment is one of the factors that must be considered in carrying out work to achieve good work performance and employee performance in accordance with the work standards set by the company. Because if employees do not have a commitment to work, of course in doing their work they cannot achieve what the company has targeted, so that this can cause the company to fail to achieve its goals.

Besides from the influence of employee work commitment, aspects to improve employee work performance and performance in the company can be through their leader's

behavior. Quoted from previous research, namely Characterizing Effective Leader Behaviors for The Future by Rupprecht et.al. (2013) explains that there is a very close relationship between the variable of leader behavior and the variable of employee work performance and performance levels, the results show that with increasing leader behavior, the level of employee work performance and performance will also increase significantly. The behavior of the leader has a very significant influence between employee commitment and the level of employee work performance and performance in the company. Where good leader behavior and employee commitment can improve employee work performance and performance in a company.

Employees who work for the company will increase productivity, reduce costs, and improve quality. This is a very difficult advantage to obtain. In addition, committed employees have the ability to easily adapt to the company's vision and mission and adapt to change, which helps create harmony in the company. In supportive leadership behavior, a leader engages in two-way communication, such as listening, providing encouragement and support, facilitating interaction, and involving subordinates in decision making. Leaders must supervise and discipline problematic employees by spending two-thirds of their time.

The phenomenon that occurs in human resources in companies that is often encountered is the lack of achievement of expected work performance and declining employee performance, this is due to the lack of good communication between employees and their leaders, sometimes it is difficult for employees to understand the orders given by their leaders. In this company, this also shows the lack of leadership ability in influencing employees to feel comfortable at work, such as their attitude that cannot motivate employees to do their jobs well. This factor is the purpose of this writing, in order to determine the magnitude of the influence of leader behavior and employee commitment in influencing employee work performance and performance through a review of previous research that was a maximum of 5 years ago, which was collected through online databases, such as Google and Google Scholar.

The author hopes that this research can provide benefits to add information and become a guide for the development of scientific knowledge for academics at universities in Indonesia which can be used as input in developing human resource management science, especially in the influence of leader behavior and employee commitment on work achievement and employee performance in Bali Province, and later can be used as a reference for further research.

## METHODS

The method used in this study is exploratory qualitative research. Raco (2018:7) states that qualitative research methods are approaches or explorations to explore and understand a central phenomenon that treats participants truly as subjects and not objects. While Yusuf (2017) states that Exploratory Research is a study by conducting exploration, especially in strengthening the concept that will be used in a broader research scope with a larger conceptual reach. Writing with an exploratory method, a mature concept is the key to research and a broader conceptual reach. This study uses an exploratory qualitative approach method aimed at understanding the phenomena that occur in research subjects in order to assess research questions and to provide data based on the researcher's ideas and using the Google digital database and Google Scholar as a means to collect various data and various journals from previous research.

## RESULT

Leader behavior and employee work commitment simultaneously have a positive and significant effect on employee work achievement and performance in Bali Province. This means that the better the leader's behavior and the higher the employee's work commitment, the more employee work achievement and performance in Bali Province will increase. Leader

behavior is related to his leadership, according to Reza (2010) stated that Leadership is a person's ability to direct, influence, encourage and control other people or subordinates to be able to do something consciously and voluntarily in achieving a certain goal. According to Panggabean (2004) commitment is the strength of a person's recognition and involvement in a particular organization. On the other hand, commitment is a tendency to be bound by a consistent line of activity because it assumes the cost of implementing other activities (stopping work). From these two opinions, it can be seen that leader behavior and employee work commitment have a reciprocal relationship with the intention of achieving the Company's goals by increasing employee work achievement and performance. This is in line with the results of research (Amalia Purwaningsih & Betty Magdalena, 2017) stating that employee work achievement and performance are one of the indicators of the success of the company's operations in achieving its goals.

## DISCUSSION

This study presents the results of a review of selected and sorted articles from the Google search engine and from the Google Scholar site. The articles and journals used have been sorted and adjusted based on predetermined criteria. The source of materials used is journal papers, the selection process for research studies is also carried out by paying attention to the title, abstract and content so that the main study results are obtained which will be used for further analysis by the author. The following is presented in a table of data processing results obtained from relevant articles:

**Table 1. Literature Review**

No	Researcher Name and Year of Publication	Research Title	Research methods	Research result
1	I Putu Oka Subuat and Ni Luh Putu Indiani (2023)	The Influence of Emotional Quotient, Work Professionalism, And Leadership Style Towards Work Performance Bali Provincial Government Employee	Quantitative with questionnaire method	Based on the results of the research conducted shows that emotional questions, work professionalism, leadership style has a positive and significant effect on employee work performance.
2	Ni Made Rai Candra Dewi (2023)	The Influence of Leader Behavior Factors and Employee Commitment on Employee Work Performance at PT. Sanur Jaya Utama		Based on the results of the research conducted, it shows that the factors of leader behavior and employee work commitment simultaneously have a positive and significant effect on employee work performance at PT. Sanur Jaya Utama.
3	Ida Bagus Kade Diva Jati Darma Kusuma and Ni Luh Sari Widhiyani (2023)	The Influence of Independence, Organizational Commitment and	Quantitative and Qualitative with an Associative approach using	Based on the results of the research conducted, it shows that independence,

		Transformational Leadership Style In Auditor Performance in Public Accounting Firms Throughout Bali Province	the questionnaire method at 10 public accounting offices in Bali Province	organizational commitment, and transformational leadership style has a positive effect on auditor performance.
4	I Putu Santika, Ni Luh Gede Era Puspita Dewi, Ni Luh Sili Antari and I Gede The First Lady (2023)	The Influence of Leadership Style and Climate Organization on Employee Performance Through Job Satisfaction as a Mediating Variable (Study at Nyitdah Regional General Hospital)	Quantitative and Qualitative with interview and questionnaire methods	Based on the results of the research conducted, it shows that leadership style and organizational climate has a positive and significant influence on employee job satisfaction Nyitdah HOSPITAL.
5	Luh Kadek Budi Martini and Surya Nugraha (2022)	The Influence of Leadership Style and Motivation On Employee Performance Through Job Satisfaction At The Patra Bali Hotel Resorts & Villas	Quantitative with questionnaire, interview and archive methods	Based on the results of the research conducted, it shows that leadership style and motivation have a positive and significant influence. on job satisfaction, and job satisfaction can be an intervening or mediating variable the relationship between leadership style and motivation on performance.
6	I Gede Arya Lilacita (2022)	The Influence of Democratic Leadership Style, Competence And Job Satisfaction Towards Employee Performance At Regional Development Planning Agency (Bappeda) Bali Province	Quantitative with census method	Based on the results of the research conducted, it shows that the leadership style... democratic and competence have a positive influence on employee performance Bali Province Regional Planning and Development Agency (BAPPEDA). Meanwhile, job satisfaction does not affect employee performance.

				Bali Province Regional Planning and Development Agency (BAPPEDA)
7	The Story of Mitha Lestari Dewi (2022)	The Influence of Motivation, Work Discipline and Commitment Organizational Impact on Health Service Employee Performance Bali Province	Quantitative with questionnaire method	Based on the results of the research conducted, it shows Work motivation, work discipline and organizational commitment simultaneously has a significant influence on employee performance at the Service Bali Province Health
8	Ayu Wisudayanti and I Ketut Mustika (2021)	The Influence of Leadership and Work Environment On Employee Performance Through Satisfaction Work as an Intervening Variable (Study at the Faculty of Economics and Business, Tabanan University)	Quantitative	Based on the results of the research conducted, it shows that leadership and work environment has a positive and significant influence on lecturer performance.
9	The Last Supper (2024)	The Influence of Organizational Climate, Rewards and Employee Commitment on Employee Work Performance in Dukuh Sari Bali	Quantitative	Based on the results of the research conducted, it shows that organizational climate, rewards, and employee commitment have a positive and significant effect on employee work performance at Dukuh Sari Bali.
10	The Last Supper (2023)	The Influence of Organizational Climate, Work Performance and Incentives Financial Impact on Employee Performance at PT Pahala	Quantitative with documentation, observation, interview and questionnaire methods	Based on the results of the research conducted, it shows that organizational climate and work performance have a positive and significant effect on employee performance at PT Pahala Kencana.

		Golden Gallery Tabanan Bali		Financial incentives have a negative and significant effect on employee performance at PT Pahala Kencana.
--	--	--------------------------------	--	-----------------------------------------------------------------------------------------------------------

Data Source: Processed Data

Based on previous research data described in table 1 regarding Improving Employee Performance and Work Performance Through Employee Leadership and Commitment in Bali Province, it can be concluded that employee performance and work performance have a positive and significant effect through employee leadership and commitment. Leadership has a significant relationship with performance, conducive leadership will create performance. This is because leadership is a concept that can be used as a suggestion to measure the suitability of organizational goals and the impacts produced (Ni Made Rai Candra Dewi, 2023). Employee performance and work performance will increase with firm leadership to manage employees, provide training for employees in relevant fields, have good communication skills, have skills and dare to make decisions by being a role model for employees for development purposes. Then supported by the attitude of employees who do creative ways to develop themselves for the company, then have a high commitment to try hard for the company, believe in the company's vision and mission in accordance with the company's goals, and have a strong desire and commitment to remain a member of the company, then this shows a high employee work commitment so that in the end it is significantly able to improve employee work performance and performance (I Putu Eka Mertadana, 2023).

### CONCLUSION

The author concludes that all journals used to compile this article discuss interrelated matters, namely the emphasis on the final impact on improving employee performance and work performance through leadership behavior and employee work commitment. Employee performance and work performance have a positive and significant effect through employee leadership and commitment. If the behavior of leaders and employee work commitment continues to be improved, employee performance and work performance will also increase. The shortcomings in this study indicate that there are still many other factors that affect employee performance and work performance, such as rewards, communication, financial compensation, work discipline and other variables. The author advises readers to conduct further research with other variables, so that the results obtained vary for continued research and as a reference for employers and employees to see the shortcomings that occur in the company, so that they can return to the company's goals.

### REFERENCES

- Ardani, W., Sunarsi, D. (2023). The Effect of Entrepreneurial Orientation, Working Capital and Market Orientation on the Performance of SMEs. *Journal of Industrial Management and Logistics (JMIL)* 7 ( 1), 91-104
- Dewi, Ni Made Rai Candra. (2023). Pengaruh Faktor-Faktor Perilaku Pemimpin Dan Komitmen Karyawan Terhadap Prestasi Kerja Karyawan Pada Pt. Sanur Jaya Utama. Skripsi Fakultas Ekonomi dan Bisnis Universitas Mahendradatta
- Dewi, Ni Putu Mitha Lestari. (2022). Pengaruh Motivasi, Disiplin Kerja Dan Komitmen Organisasi Terhadap Kinerja Pegawai Dinas Kesehatan Provinsi Bali. *Values*, 3(3)
- Juliasa, Made., Antari, Ni Luh Sili., Santika, I Putu. (2022). Pengaruh Kepemimpinan Dan Iklim Organisasi Terhadap Keadilan Organisasional Dan Employee Engagement Di Sekolah Tinggi Ilmu Kesehatan Buleleng. *Journal of Applied Management Studies*, 4(1)
- Kusuma, Ida Bagus Kade Diva Jati Darma., Widhiyani, Ni Luh Sari. (2023). Pengaruh Independensi, Komitmen Organisasi Dan Gaya Kepemimpinan Transformasional Pada

- Kinerja Auditor Di Kantor Akuntan Publik SeProvinsi Bali. *Journal of Business, Management and Accounting*, 5(1)
- Lilacita, I Gede Arya. (2022). Pengaruh Gaya Kepemimpinan Demokratis, Kompetensi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Dinas Badan Perencanaan Pembangunan Daerah (Bappeda) Provinsi Bali. *Values*, 3(1)
- Martini, Luh Kadek Budi., Nugraha, Surya. (2022). Pengaruh Gaya Kepemimpina Dan Motivasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Di Hotel The Patra Bali Resort & Villas. *Journal of Applied Management Studies*, 4(1)
- Priskilla, Ni Made Dwi., Santika, I Putu. (2019). Implikasi Gaya Kepemimpinan Transformasional, Iklim Organisasi Dan Kerjasama Tim Terhadap Kinerja Karyawan Di Puri Saron Hotel Seminyak. *Journal of Applied Management Studies*, 1(1)
- Raco, J. (2018). *Metode Penelitian Kualitatif: Jenis, Karakteristik Dan Keunggulannya*. Jakarta: Grasindo
- Santika, I Putu., Dewi, Ni Luh Gede Era Puspita., Antari, Ni Luh Sili., Putra, I Gede Adindya Perdana. (2023). Pengaruh Gaya Kepemimpinan Dan Iklim Organisasi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Mediasi (Studi Pada Rumah Sakit Umum Daerah Nyitdah). *Journal of Applied Management Studies*, 5(1)
- Siagian, Sondang P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara
- Sucipta, I Putu Oka., Indiani, Ni Luh Putu. (2023). Pengaruh Emotional Quotient, Profesionalisme Kerja, Dan Gaya Kepemimpinan Terhadap Prestasi Kerja Pegawai Bpk Provinsi Bali. *Journal of Applied Management Studies*, 5(1).
- Sunarsi, D., & Affandi, A. (2023). **Improving work performance and employee performance through employee leadership and commitment in Bali Province.** *International Journal of Sharia Business Management*, 2(1), 23-29s
- Wisudayanti, Ayu., Mustika, I Ketut. (2021). Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Fakultas Ekonomi Dan Bisnis, Universitas Tabanan). *Journal of Applied Management Studies*, 2(2).