

THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL COMMITMENT ON WORK MOTIVATION AND WORK ACHIEVEMENT OF STATE CIVIL APPARATUS ON ACHIEVEMENT SPORTS AND TRAINERS IN THE BALI PROVINCE

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ABSTRACT

Work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity. The human factor that has achievement is closely related to the work motivation it has. Motivation itself is seen as the thing that underlies a person in doing something. Another factor that can affect work performance is leadership and organizational commitment. Quality leadership creates a positive organizational culture. Building commitment and good cooperation between a leader and his members will increase the chances of achieving the goals he wants. Organizational commitment is a form of construct from the relationship of members of the organization which is also considered as a voluntary attitude in upholding the vision and mission of the organization. Respondents in this study were state civil servants, athletes and sports trainers with achievements in regencies/cities throughout the Province of Bali. The number of respondents in this study were 71 respondents using the Nonprobability technique, namely the saturated sample or often called total sampling. This study uses the Structural Equation Modeling (SEM) analysis program SmartPls 3.2.8. The results of this study indicate that leadership has no effect on work motivation and work performance. Organizational commitment has a positive and significant effect on work motivation and work performance. Work motivation has a positive and significant effect on work performance which can be proven. Work motivation is not a mediating variable on influence leadership to work performance, and work motivation is a mediating variable on influence organizational commitment to characteristic work performance *partially mediated*.

KEYWORDS: Leadership, Organizational Commitment, Work Motivation and Work Achievement

1. INTRODUCTION

Work Motivation and Work Performance are the main keys in achieving company goals. In an organization or company, humans are a very important resource, because humans are the main driving factor in achieving the goals set by an agency. Work motivation and work performance in carrying out their functions do not stand alone, but are directly related to leadership and organizational culture. In the process component at the individual level, the motivation and achievement of each individual will affect the various output components which are the end result of a process within the organization. According to Arifah (2014), leadership and work motivation affect organizational commitment. Based on the description above, this study has the following objectives: 1) Testing and Analyzing Leadership has a significant effect on Work Motivation. 2) Testing and Analyzing Organizational Commitment has a significant effect on Work Motivation. 3) Testing and Analyzing Leadership has a significant effect on Work Performance. 4) Testing and Analyzing Organizational Commitment has a significant effect on Work performance. 5) Testing and Analyzing Work Motivation has a significant effect on Work Performance, in the State Civil Apparatus, Athletes and Sports Trainers with Achievements in Bali Province. The hypotheses that were built were then tested for validity through an analysis process using data obtained from research subjects Athletes and Sports Trainers in the form of reports on employee performance results using the documentation method and this research data is secondary data, while to answer the formulation of the problem, the research used quantitative descriptive analysis using structural equation model analysis technique (Structural Equation Modeling-SEM), which is known as Partial Least Square (PLS) 3 and shows the research results are rejected or accepted. The results of the research are then concluded in accordance with the results obtained, and can be described as follows. The entire research process will produce a conclusion as an answer to the problems studied.

The conclusion will be used as material for evaluating decision making. The series will produce a thesis concept. The thesis concept provides a temnew materials that can be used and contribute to new theories or the development of science in research.

2. LITERATURE REVIEW

2.1 Theoretical basis

2.1.1 Main Theory (Grand Theory)

Grand Theory used for this research is the Resource-Based View (RBV) and Stakeholders. The theory underlies the variables of this study, that is structural capital, social capital, reputation capital, financial performance and business continuity. The theory is explained as follows:

2.1.1.1 Goal Setting Theory

This study uses the Goal Setting Theory put forward by Locke as the main theory (grand theory). Goal Setting Theory is a form of motivation theory. Goal Setting Theory emphasizes the importance of the relationship between the goals set and the resulting performance (Pramesti, 2021:97). The basic concept is that someone who is able to understand the goals expected by the organization, then this understanding will affect his work behavior. According to (Afandi, 2018: 191) explains that management is defined as a process of cooperation between employees to achieve organizational goals in accordance with the implementation of the functions of planning, organizing, personnel, direction, leadership, and supervision. This process can determine the achievement of predetermined goals by utilizing human resources and other resources to achieve more effective and efficient results. Goal Setting Theory suggests that an individual is committed to a goal. If an individual has a commitment to achieve his goals, then this commitment will influence his actions and affect the consequences of his performance.

Achievement of the set goals (objectives) can be seen as the goal/performance level to be achieved by the individual. Overall, the intention in relation to the goals set, is a strong motivation in realizing the performance. Individuals must have skills, have goals and receive feedback to assess their performance. Achievement of the set goals (objectives) can be seen as the goal or level of performance to be achieved by the individual. Every organization that has set goals (goals) that are formulated into budget plans is easier to achieve its performance targets in accordance with the vision and mission of the organization itself. Based on the Goal Setting Theory approach, organizational success in achieving a good level of performance is the goal to be achieved, while the variables of organizational culture, organizational commitment and job satisfaction are the determining factors. The higher these determinants, the higher the possibility of achieving its goals, namely performance (Primary, 2020). Every organization that has set goals (goals) that are formulated into a budget plan finds it easier to achieve its performance targets in accordance with the vision and mission of the organization itself. Based on the Goal Setting Theory approach, organizational success in achieving a good level of performance is the goal to be achieved, while the variables of organizational culture, organizational commitment and job satisfaction are the determining factors. The higher these determinants, the higher the possibility of achieving its goals, namely performance (Primary, 2020).

Every organization that has set goals (goals) that are formulated into budget plans is easier to achieve its performance targets in accordance with the vision and mission of the organization itself. Based on the Goal Setting Theory approach, organizational success in achieving a good level of performance is the goal to be achieved, while the variables of organizational culture, organizational commitment and job satisfaction are the determining factors. The higher these determinants, the higher the possibility of achieving its goals, namely performance (Primary, 2020). while the variables of organizational culture, organizational commitment and job satisfaction as determining factors. The higher these determinants, the higher the possibility of achieving its goals, namely performance (Primary, 2020). while the variables of organizational culture, organizational commitment and job satisfaction as determining factors. The higher these determinants, the higher the possibility of achieving its goals, namely performance (Primary, 2020).

2.1.1.2 Expectations Theory

This study uses several theories because in this study it discusses leadership, organizational commitment, motivation and work performance, while the expectation theory discusses the existence of facts that influence or underlie someone to have certain expectations so that with these expectations someone will try to achieve the goals set. wanted. This is certainly in line with this research that in order to get employee performance one must have motivation so that one will be motivated and get compensation which will make that person feel job satisfaction.

According to the expectation theory, a person can be motivated to take certain steps because he wants to achieve a goal that will be expected. So someone will choose to do something or choose to behave in a certain way because they expect the results of their choice.

2.1.1.3 Contingency Theory

Contingency theory assumes that leadership is a process of a leader's ability to exert influence depending on the group task situation and the levels of leadership, personality and approach that suits the group. A person becomes a leader not because of his personality traits, but because of various situational factors and the interaction between the leader and the situation (Fiedler in Manely, Usman and Devega, 2016).

The contingency model of effective leadership was developed by Fiedler in Manely, Usman and Devega (2016). According to this model, group performance is contingent on both the leader's motivational system and the extent to which the leader has control and influence in a given situation. In other words, the high or low work performance of a group is influenced by the motivational system of the leader and the extent to which the leader can control and influence a particular situation. Contingencies in management control arise from the existence of a basic assumption of the general view approach which states that the optimal control design applies to all corporate settings.

2.2 Research Hypothesis

The hypothesis is a requirement regarding concepts that can be assessed as true or false to be proposed empirically (Sugiyono, 2016). So a hypothesis is a formulation which states that there is a certain relationship in the sense that it can be replaced with a more correct or correct hypothesis. In accordance with the formulation of the problem, theoretical studies, and empirical studies, hypotheses can be developed in this study with the following exposure.

2.2.1 The influence of leadership on work motivation

Leadership is an expression that places the position of a leader in an institution in the most important position and will always be responsible for its leadership Thoha, (2007). Robbin (2006) states that leadership is the ability to influence a group toward achieving goals. Leadership is a process of interaction between leaders and employees where leaders seek to influence employees to achieve company goals or Northouse Institutions, (2010); Yukl, (2005). According to Thoha (2007) leadership is the nature, character, or way of a person in an effort to foster and mobilize a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize the company's goals that have been previously set. In motivating employees, the role of a leader is needed because leadership is a process of using positive influence on others to make more effort in a number of tasks or change their behavior (Yuki, 2001). In addition, Gibson (2006) states that leadership is an attempt to use influence to motivate individuals to achieve several goals. According to Josep C. Rost in Triantoro Safaria (2004) Leadership is a relationship of mutual influence between leaders and followers who want real change that reflects their common goals. the role of a leader is needed because leadership is a process of using positive influence on others to make more effort in a number of tasks or change their behavior (Yuki, 2001). In addition, Gibson (2006) states that leadership is an attempt to use influence to motivate individuals to achieve several goals. According to Josep C. Rost in Triantoro Safaria (2004) Leadership is a relationship of mutual influence between leaders and followers who want real change that reflects their common goals.

Work motivation is influenced by two factors, namely external factors and internal factors. External factors, namely: work environment, leaders and leadership, demands for organizational or task development, encouragement or guidance from superiors, and compensation. Internal factors, namely: innate individual, level of education, past experience, future wishes or expectations. (Wicaksono & Hermani, 2017). Effective motivation needs to be given to employees. So that employees don't always complain about trivial things, don't violate every rule given by the company and also don't blame each other among employees. Therefore it is necessary to provide motivation by increasing employee hard work, and employee morale in order to achieve company goals. In his research Leadership Style is an independent variable that has a positive and significant effect on work motivation. Based on Previous Research by Harahap and Khair (2019). Ahmad Tabrani (2020). Suherman at al., (2017).

Amalia et al., (2016), Wayan Widiartana (2016) then the research hypothesis can be drawn as follows:

H1: Leadership positive and significant effect on work motivation.

2.2.2 Influence organizational commitment to work motivation

Organizational commitment is employee attachment to their organization. Organizational commitment according to Allen & Mayer (1990) identifies three different themes in defining commitment. The three themes include commitment as an affective attachment to the organization (Affective Commitment), commitment as an obligation to remain in the organization (Normative Commitment) and commitment as a cost that must be borne when leaving or leaving the organization (Continuance Commitment). According to Colquitt, LePine, & Wesson (2009), organizational commitment affects employees' desire to remain members of the organization or leave the organization to pursue other jobs.

Wirawan (2013: 713) says organizational commitment is an employee's feeling of psychological and physical attachment to the organization where he works or the organization where he is a member. According to Wirawan, this attachment has three forms of obeying organizational norms, values and regulations, identifying himself with the organization and internalizing organizational norms, values and regulations. Organizational values, involvement and being willing to do their best for the sake of the organization and loyalty or the desire to remain a member of the organization, which is expressed by a member of the organization. In line with what was revealed by Widiana (2015). Based on Previous Research by Erline Kristine (2017). Suherman et al., (2017) then the research hypothesis can be drawn as follows:

H2: Commitment organization has a positive and significant effect on work motivation

2.2.3 Influence leadership on work performance

Leadership according to Siagian (2002) is a person's ability to influence other people, in this case his subordinates in such a way that other people want to do the leader's will even though personally it may not be liked. Meanwhile, Yulk (2001) says leadership is a process to influence others to understand and agree with what needs to be done and how the task is done effectively, as well as a process to facilitate individual and group efforts to achieve common goals. In maintaining institutional commitment, the role of a leader is needed and effective leadership is the main requirement. Effective leadership can help institutions to survive in uncertain situations in the future Sovyia Desianty (2005).

Good leadership is good communication carried out by superiors by receiving all input to improve work quality and establishing good relations with all colleagues and working together to increase work productivity.

This is evidenced by research conducted by Lika Dora (2016) showing the influence of Leadership Style, Intensive and Work Environment on State Civil Apparatuses. The results of the study show that there is a significant influence of leadership style on the work performance of state civil servants. Based on previous research by Heri Sudarsono (2016), Wiwick Harwiki (2015), Lika Dora, (2016) Pramesty et al (2020) ", the research hypothesis can be drawn as follows:

H3: Leadership positive and significant effect on work performance

2.2.4 Influence organizational commitment to work performance

Dunnette & Hought (1998) explains that "organizational commitment is a reflection of attitudes such as involvement in the organization, the object of the attitude in question is the whole organization, not the role of specific work characteristics." The role or benefits of organizational membership are the absence of a desire to stop, leave or resign from the organization. As for Dessler (2003) states "that organizational commitment is getting to know the employees of the organization with the organizational goals that will be used to achieve the goals of the company".

Organizational commitment is a constructive form of organizational member relationships (Mujib & Indartono, 2015). Tania et al. (2020) that organizational commitment is a feeling with enormous responsibility that every individual in an organization has for the achievement of a goal. Organizational commitment is also considered as a voluntary attitude in upholding the vision and mission of the organization and voluntarily mobilizing all abilities to achieve organizational goals (Dewi & Suratman, 2014). In measuring the level of organizational commitment to employees, at least several indicators are needed including effective commitment, sustainable commitment and normative commitment (Sudarmanto, 2009).

Organizational commitment according to Robbins (2001:40) can be defined as the goals of employees towards the organization in terms of identification of their loyalty and their involvement in the organization. Furthermore Steers (1997: 11) explains that "organizational commitment is: commitment as a sense of belief in organizational values, involvement and willingness to do their best for the sake of the organization and loyalty or desire to remain a member of the organization, which is expressed by a member of the organization. ". The definition that has been described by several experts above, It can be explained that organizational commitment is a strong individual belief in the organization by accepting the values and goals of the organization and trying to provide the best results for the benefit of the organization and wanting to remain in the organization. In this study it is suspected that there is a relationship between Organizational Commitment and the Work Discipline of the State Civil Apparatus. Based on previous research by Mohamad et.al (2017), Komang Joni Udayana (2015) Pramesty et.al (2020), the research hypothesis can be drawn as follows:

H4: Commitment organization has a positive and significant effect on work performance

2.2.5 Influence work motivation on work performance

Motivation is a force that can make someone want to start and maintain working conditions in the organization. In line with the opinion above, Moskowitz quoted from Hasibuan (2016) reveals that "motivation is the driving force and driving force that exists within humans to do something as well as possible. So, the starting point of motivation is the individual because motivation resides in each individual. Looking at the opinions of the experts above, motivation has a crucial role in the organization, without motivation no one will take action in the organization. Another concept of motivation was expressed by Maslow in the Need Hierarchy Theory quoted by Sutrisno (2009).

Motivation is a conscious movement in doing something (Zahari, 2015). Motivation is also referred to as a series of attitudes and values that motivate someone to take action with the intention of achieving a goal (Saputra, 2016). So it was concluded that there is a need for motivational support for employees so that they can have a positive impact on the company. In measuring the level of motivation in employees, at least several indicators are needed including the direction of behavior, level of effort, and level of persistence (Sutanto, 2018). Based on Previous Research by Wayan Widiartana (2016), Dwi Irawati, Noor Mustakim (2020), Muhammad Oceano Fauzan (2022), Saleh et.al (2012) then the research hypothesis can be drawn as follows:

H5: Motivation work has a positive and significant effect on work performance

2.2.6 Influence leadership on work performance through work motivation

An organization will succeed or even fail largely determined by leadership. A noble expression that says that it is the leader who is responsible for the failure of carrying out a job, is an expression that places the position of a leader in an organization as the most important position. Gibson (2006) says that leadership is an effort to use non-coercion types of influence to motivate people to achieve certain goals. Good leadership is good communication carried out by superiors by receiving all input to improve work quality and establishing good relations with all colleagues and working together to increase work productivity.

Work motivation has a very large role and influences the level of effectiveness of employee work because without work motivation from employees, the work will not be carried out properly and smoothly. Work motivation can be used as a foundation or basis for the smooth process of forming, empowering and developing human resources.

This is evidenced by research conducted by Sanosra & Qomariah (2020) and Faqih (2020) shows indirectly that leadership style has a significant effect on teacher performance through work motivation, then the research hypothesis can be drawn as follows:

H6: Leadership has a positive and significant effect on work performance through work motivation

2.2.7 Influence organizational commitment to work performance through work motivation

Hasibuan (2007) states that work performance is a result of work achieved by employees in carrying out the tasks assigned to them based on skill, experience and sincerity as well as time. While employee performance is influenced by the employee's commitment because with high commitment employees will work optimally so that the results achieved or work performance will increase.

A motivated employee, the employee will work hard to do his best for the success of the organization. Hard work done with encouragement or motivation will produce satisfaction for employees in doing their work. Job satisfaction and work motivation are directly related to employee organizational commitment.

This is evidenced by research conducted by Syukriadi, et al (2019) showing that organizational commitment influences work performance through employee motivation, so the research hypothesis can be drawn as follows:

H7: Organizational commitment has a positive and significant effect on work performance through work motivation

3. RESEARCH METHODS

Quantitative research emphasizes numerical research that focuses on the results of data processing through statistical methods to find new facts to prove a theory. According to Sugiyono (2018) quantitative data is a research method that is based on positivistic (concrete data), research data is in the form of numbers that will be measured using statistics as a counting test tool, related to the problem being researched to produce a conclusion. The location of this research was carried out at the Regional Apparatus Organization of the Bali Provincial Government

The population in this study were all state civil servants who were appointed to the Achievement formation and General formation of outstanding athletes and sports coaches within the Provincial Government of Bali, with a total sample of 71 sportsmen and sports coaches.

While sample size is a step to determine the size of the sample taken in carrying out a study. The population in this study was 71 people, so this research was conducted on 71 state civil servants, athletes and sports trainers with achievements in districts/cities throughout the Province of Bali. Her data analysis with Partial Least Squere SEM, which is an analysis used to develop or predict an existing theory. PLS SEM is an alternative to using SEM analysis where the data is not normally distributed: therefore SEM-PLS is known as a soft modeling technique with requirements that are not as stringent as those in SEM, for example in terms of measurement scale, sample size and distribution of residuals (Sarwono & Narimawati, 2015).

4. RESULTS AND DISCUSSION

4.1 Results of hypothesis testing

Hypothesis testing is done by t-test on each path of partial direct influence and indirect influence through mediating variables. Related to this test, hypothesis testing can be divided into direct submission and indirect effect testing or mediating variable testing. In the following sections, the results of testing the direct effect and testing the mediating variable are described successively.

1. Test The Direct Effect Hypothesis

The recapitulation of the results of the Path coefficient validation test on each path for a direct effect can be presented in Table 1

Table 1
Results of Direct Effect Hypothesis Testing

No.	Relations between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Ket
1	Leadership -> Work Motivation	0.216	1,690	0.092	No Significant
2	Organizational Commitment -> Work Motivation	0.501	4,334	0.000	Significant
3	Leadership -> Job Performance	0.056	0.378	0.706	No Significant
4	Organizational Commitment -> Work Performance	0.358	2,766	0.006	Significant
5	Work Motivation -> Work Performance	0.473	4,596	0.000	Significant

Source: Appendix 6

Table 1 results of hypothesis testing are presented in the following description:

- 1) Leadershipproved to have a positive and not significant effect onwork motivation. This result is shown by the path coefficient which has a positive value of 0.216 with a T-statistic =1,690(T-statistic < 1.96) and P-values = 0.092 (P-values > 0.05), so hypothesis 1 (H1):leadershippositive and significant effect onwork motivation Noprovable.
- 2) Organizational commitmentproved to have a positive and significant effect onwork motivation. This result is indicated by the path coefficient which has a positive value of 0.501with T-statistics =4,334(T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 2 (H2): organizational commitmentpositive and significant effect onwork motivationprovable.
- 3) Leadershipproved to have a positive and not significant effect onwork performance. This result is indicated by the path coefficient which has a positive value of 0.056 with a T-statistic =0.378(T-statistic <1.96) and P-values = 0.706 (P-values > 0.05), so hypothesis 3 (H3):leadershippositive and significant effect onwork performance notprovable.
- 4) Organizational commitmentproved to have a positive and significant effect onwork performance. This result is indicated by the path coefficient which has a positive value of 0.358 with a T-statistic =2,766(T-statistic < 1.96) and P-values = 0.006 (P-values > 0.05), so hypothesis 4 (H4): organizational commitmentpositive and significant effect onwork performanceprovable.
- 5) Work motivationproved to have a positive and significant effect onwork performance. This result is indicated by the path coefficient which has a positive value of 0.473 with a T-statistic =4,596(T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 5 (H5):work motivationpositive and significant effect onwork performanceprovable.

2. Indirect Test Results Through Mediation Variables

In testing the following hypothesis, the role of mediating variables will be examinedwork motivation(Y1) on the indirect effectleadership(X1),organizational commitment(X2) againstwork performance(Y2). Testing the indirect effect hypothesis in this study is presented in Table 2.

Table 2
Recapitulation of Mediation Variable Testing Results

No.	Variable Mediation	(a)	(b)	(c)	(d)	Ket
1	Leadership -> Work Motivation -> Work Achievement	0.056 (N. Sig)	0.608 (Sig)	0.216 (N. Sig)	0.473 (Sig)	Mediation is not proven
2	Organizational Commitment -> Work Motivation -> Work Achievement	0.358 (Sig)	0.722 (Sig)	0.501 (Sig)	0.473 (Sig)	<i>partially mediated</i>

Source: Appendix 8

Information : Significant (Sig) = T statistic > 1.96 at $\alpha = 5\%$, not significant (N. Sig) = T statistic < 1.96 at $\alpha = 5\%$

Information that can be obtained from Table 2 above can be presented in the following description:

1. Work motivation is notas a mediating indirect effectleadershiptowork performance. This result is shown from the mediation test conducted, the effect of c is not significant. The results of this test showleadershipcan affectwork performancethroughwork motivationcannot be proven empirically. Other information that can be conveyed, the effect of mediating variableswork motivationto indirect influenceleadershiptowork performanceMediation is not proven/supported. This finding is an indication that variablework motivationis not a mediating variable on influenceleadershiptowork performance.
2. Work motivationas a mediating indirect effectorganizational commitmenttowork performance. These results are shown from the mediation test where the effects of c, d, and a are significant but the path coefficient of effect a is less than the path coefficient of effect b. The results of this test showorganizational commitmentcan affectwork performancethroughwork motivationcan be proven empirically. Other information that can be conveyed, the effect of mediating variableswork motivationto indirect influenceorganizational commitmenttowork performanceis partially mediated. This finding is an indication that variablework motivationis a mediating variable on influenceorganizational commitmenttowork performance.

4.2 Discussion

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the determinants of leadership and organizational commitment to work performance through work motivation as an intervening variable in the study ASN for outstanding athletes within the Bali Provincial Government. Testing is shown through the existing hypotheses so that you can find out how each variable influences the other variables

4.2.1 The Influence of Leadership on Work Motivation

The results of hypothesis testing show that leadership has a positive and insignificant (no effect) effect on work motivation. This result means that the improvement in leadership within the Provincial Government of Bali does not affect the work motivation of ASN outstanding sportsmen within the Provincial Government of Bali. The results of this hypothesis test support various pre-existing empirical concepts and findings which explain that leadership has no effect on work motivation.

If only the leadership within the Provincial Government of Bali had understood that every employee has various motives that drive their behavior and actions. Knowledge of the diversity of motivation and behavior of employees will be useless if the leadership cannot understand and know how employees will be with all this diversity. The leadership function is basically a follow-up of managers' understanding of the various characteristics of the motives and behavior of employees. How should leaders direct and motivate employees to be the main essence of leadership. Leadership itself is part of the directive function in organizational management.

It can also be seen from the respondents' answers that the leadership of the Provincial Government of Bali is lacking in recognizing employees regarding their status in an appropriate and professional manner, this is one of the factors that can affect the work motivation of ASN sportsmen with achievements. The busyness of ASN sportsmen with high achievements in training and participating in matches means that ASN high-achieving athletes are often dispensed so that the leaders are lacking in recognizing employees regarding their status in a proper and professional manner.

The results of this study support research conducted by Inaray, et al (2017) which proves that leadership has no significant effect on work motivation.

4.2.2 The Effect of Organizational Commitment on Work Motivation

The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on work motivation. This result gives the meaning that the increasing organizational commitment to ASN outstanding sportsmen who are within the Bali Provincial Government, the work motivation of ASN outstanding sportsmen who are within the Provincial Government of Bali will increase. The results of this hypothesis test support various pre-existing empirical concepts and findings which explain that organizational commitment has a positive and significant effect on work motivation.

Wirawan (2013: 713) says organizational commitment is an employee's feeling of psychological and physical attachment to the organization where he works or the organization where he is a member. According to Wirawan, this attachment has three forms of obeying organizational norms, values and regulations, identifying himself with the organization and internalizing organizational norms, values and regulations. Organizational values, involvement and being willing to do their best for the sake of the organization and loyalty or the desire to remain a member of the organization, which is expressed by a member of the organization.

This can also be seen from the respondents' answers; it can be seen that ASN athletes with high achievements find it difficult to get a job with a very good income like the current job. ASN sportsmen with high achievements value their current job, so they always try their best to complete their duties and responsibilities as employees, athletes and coaches.

The results of this study support research conducted by Kristine (2017) which proves that organizational commitment has a positive and significant effect on work motivation.

4.2.3 The Influence of Leadership on Work Performance

The results of hypothesis testing show that leadership has a positive and insignificant (no effect) effect on work performance. This result means that the improvement in leadership within the Provincial Government of Bali does not affect the work performance of ASN outstanding sportsmen within the Provincial Government of Bali. The

results of this hypothesis test support various pre-existing empirical concepts and findings which explain that leadership has no effect on work performance.

Siagian (2002) states that leadership is a person's ability to influence other people, in this case his subordinates in such a way that other people want to do the leader's will even though personally it may not be liked. However, in terms of achieving work performance, the ability of each individual is different so that it will affect the quantity and quality of what he does.

It can also be seen from the respondents' answers that the leadership of the Provincial Government of Bali is lacking in recognizing employees regarding their status in a proper and professional manner, this is one of the factors that can affect the work performance of ASN outstanding sportsmen. The lack of recognition of the status of high-achieving ASN athletes makes them not optimal in completing their duties and responsibilities in the organization, so that not a few of the high-achieving ASN athletes are busy training or participating in regional, national and international competitions. The results of this study support research conducted by Lumintang (2016) which proves that leadership has no significant effect on work performance.

4.2.4 The Effect of Organizational Commitment on Work Performance

The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on work performance. This result gives the meaning that the increasing organizational commitment to ASN outstanding sportsmen who are within the Bali Provincial Government, the work performance of ASN outstanding sportsmen who are within the Provincial Government of Bali will increase. The results of this hypothesis test support various previous concepts and empirical findings which explain organizational commitment has a positive and significant effect on work performance.

Organizational commitment is a constructive form of organizational member relationships (Mujib & Indartono, 2015). Tania et al. (2020) that organizational commitment is a feeling with enormous responsibility that every individual in an organization has for the achievement of a goal. Organizational commitment is also considered as a voluntary attitude in upholding the vision and mission of the organization and voluntarily mobilizing all abilities to achieve organizational goals (Dewi & Suratman, 2014). From the statement above, it can be explained that organizational commitment is a strong individual belief in the organization by accepting the values and goals of the organization and trying to provide the best results for the benefit of the organization and wanting to remain in the organization.

This can also be seen from the respondents' answers; it can be seen that ASN athletes with high achievements find it difficult to get a job with a very good income like the current job. ASN sportsmen with high achievements value their current job, so they always try optimally in completing their duties and responsibilities in the organization. Not a few ASN athletes with high achievements always make optimal efforts both in the organization and during competitions to make the Province of Bali proud.

The results of this study support research conducted by Udayana, et al (2015), and Al & Mohamad (2017) which proves that organizational commitment has a positive and significant effect on work performance.

4.2.5 The Effect of Work Motivation on Work Performance

The results of hypothesis testing indicate that work motivation has a positive and significant effect on work performance. This result means that as the work motivation of ASN athletes with achievements within the Provincial Government of Bali increases, the work performance of ASN athletes with achievements within the Provincial Government of Bali will increase. The results of this hypothesis test support various previously existing concepts and empirical findings which explain that work motivation has a positive and significant effect on work performance.

Moskowits quoted from Hasibuan (2016) reveals that "motivation is the driving force and driving force that exists within humans to do something as well as possible. So, the starting point of motivation is the individual because motivation resides in each individual. Motivation is a conscious movement in doing something (Zahari, 2015). Motivation is also referred to as a series of attitudes and values that motivate someone to take action with the intention of achieving a goal (Saputra, 2016). So it was concluded that there is a need for motivational support for employees so that they can have a positive impact on the company.

This can also be seen from the respondents' answers; it can be seen that ASN athletes with high achievements want to get higher wages. ASN sportsmen with achievements always strive to gain recognition for their

performance in order to get better wages in the organization and more wages that can be obtained through their participation in competitions held regionally, nationally and internationally.

The results of this study support research conducted by Aldi & Susanti (2019), Saiba, et al. (2021), and Baharuddin, et al (2022) which proves that work motivation has a positive and significant effect on work performance.

4.2.6 Influence of Leadership on Work Performance Through Work Motivation

The results of testing the hypothesis indicate that work motivation cannot influence leadership to work performance. Other information that can be conveyed, the effect of mediating variables work motivation to indirect influence leadership to work performance Mediation is not proven/supported. This finding is an indication that variable work motivation is not a mediating variable on influence leadership to work performance. The results of this hypothesis test support various previously existing concepts and empirical findings that explain variable work motivation is not a mediating variable on influence leadership to work performance.

Leadership is an effort to use non-coercive types of influence to motivate people to achieve certain goals (Gibson, 2006). Good leadership is good communication carried out by superiors by receiving all input to improve work quality and establishing good relations with all colleagues and working together to increase work productivity. However, outstanding sportsmen and coaches have less responsibility so that leaders within the Provincial Government of Bali do not appreciate the status of high-achieving athletes and coaches in a proper and professional manner so that high-achieving sportsmen and coaches cannot increase their work productivity.

The results of this study support research conducted by Karini (2022) which proves that work motivation cannot mediate the effect of leadership style on work performance.

4.2.7 The Effect of Organizational Commitment on Work Performance Through Work Motivation

The results of testing the hypothesis indicate that work motivation cannot influence organizational commitment to work performance. Other information that can be conveyed, the effect of mediating variables work motivation to indirect influence organizational commitment to work performance is partially mediated. This finding is an indication that variable work motivation is a mediating variable on influence organizational commitment to work performance. The results of this hypothesis test support various previously existing concepts and empirical findings that explain variable work motivation is a mediating variable on influence organizational commitment to work performance.

Hasibuan (2007) states that work performance is a result of work achieved by employees in carrying out the tasks assigned to them based on skill, experience and sincerity as well as time. While employee performance is influenced by the employee's commitment because with high commitment employees will work optimally so that the results achieved or work performance will increase. Jae (2000) shows that employee motivation is very effective for increasing organizational commitment and employee performance where the motivational factors are measured through intrinsic factors (needs for achievement and interests) and extrinsic factors (job security, salary, and promotions). A motivated employee, the employee will work hard to do his best for the success of the organization.

The results of this study support research conducted by Syukriadi, et al (2019) which proves that organizational commitment affects work performance through employee motivation.

5. CONCLUSION

Based on the results of the analysis and discussion that has been carried out in this study, it can be concluded as follows:

- Leadership does not affect work motivation. This result means that leadership has a positive and significant effect on work motivation which cannot be proven.
- Organizational commitment influence on work motivation. This result means that organizational commitment has a positive and significant effect on work motivation.
- Leadership does not affect work performance. This result means that leadership has a positive and significant effect on work performance which cannot be proven.
- Organizational commitment affect work performance. This result means that organizational commitment has a positive and significant effect on work performance.

- Work motivation has an effect on work performance. This result means that work motivation has a positive and significant effect on work performance
- Work motivation is not a mediating variable on influence leadership to work performance.
- Work motivation is a mediating variable on the effect of organizational commitment on work performance. Other information that can be conveyed, the mediating effect of work motivation variables on the indirect effect of organizational commitment on work performance is partially mediated.

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