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THE ROLE OF LOCAL COMMUNITY PARTICIPATION IN THE DEVELOPING CULTURAL TOURISM SUSTAINABILITY <i>Andini Wibowo, Tina Miniawati Barusman, Tri Lestira Putri Warganegara</i>	1-15
THE ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY (The study of Merry's Cake Lampung) <i>Adi Gunawan, Andala Rama Putra Barusman, Selfia Alke Mega and Wenny Permata Sari</i>	16-25
STRATEGIES FOR EXPANDING THE POPULARIZATION OF TESTED PROFICIENT SPEAKERS OF INDONESIAN AT THE LAMPUNG PROVINCIAL LANGUAGE OFFICE <i>Anggraini Saputri, Budhi Waskito, Yanuarius Yanu Dharmawan, Haninun and Afrizal Nilwan</i>	26-38
DOES INCENTIVES AND SUPERVISION HAVE IMPACT ON PERFORMANCE EMPLOYEES? LEARNED FOR SOUTH LAMPUNG REGENCY TRANSPORTATION SERVICE <i>Asyri Mu'minatın, M Oktavianur, Hendri Dunan and Defrizal</i>	39-50
EVALUATION MODEL IN DEVELOPING SOYBEAN AREA ACTIVITIES IN WEST LAMPUNG REGENCY <i>Ak Sartono, Risal and Endang Kristiawati</i>	51-66
THE ROLE OF MARKETING MIX (7 P'S) TOWARDS REPURCHASE INTENTION OF ALIBABA'S FRIED BANANA IN BANDUNG CITY <i>Marceilla Suryana and Sarfilianty Anggiani</i>	67-75
ANALYSIS OF POSTULATING COMPENSATION ON ENHANCING THE SERVICE QUALITY FOR BARISTA AT COFFEE SHOPS ANALYSIS OF POSTULATING COMPENSATION ON ENHANCING THE SERVICE QUALITY FOR BARISTA AT COFFEE SHOPS <i>Dita Oki Berliyanti and Sri Vandayuli Riorini</i>	76-83
STYLE AND MOTIVATION VARIABLE AS FACTORS AFFECTING EMPLOYEE COMMITMENT <i>Venantius Mardi Widyadmono and Andhatu Achsa</i>	84-93
RISK-BASED AUDIT IMPLEMENTATION AND PROFESSIONAL SKEPTICISM ON FRAUD DETECTION FOR LOCAL GOVERNMENT FINANCIAL REPORTS <i>Deasy Aseanty and Arif Zulkarnain</i>	94-103
STRATEGY TO CONVALESCENCE CUSTOMER SATISFACTION FOR SELLING HYDROPONIC VEGETABLE DURING THE PANDEMIC OF COVID-19 <i>Rivan Sutrisno and Gundur Leo</i>	104-113

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STYLE AND MOTIVATION VARIABLE AS FACTORS AFFECTING EMPLOYEE COMMITMENT

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ABSTRACT

The purpose of this study is to ascertain how PT Indogrosir Bandar Lampung's leadership and motivational practices affect employee commitment. This study employs a quantitative methodology. The TCR approach was employed by the authors to examine the data that had been gathered for this investigation. This study employs SPSS 23 software to simplify data analysis and statistics as a calculating technique for its analysis. According to the study analysis's findings, PT Indogrosir Bandar Lampung's leadership style and motivation have a big impact on staff commitment, In order to strengthen employee commitment, there is still a need for specific adjustments to be made by the management as well as the organization's leadership in the development of leadership style and motivation.

Keywords: *Leadership Style, Motivation, Employee Commitment.*

Introduction

Employee commitment may be influenced by two crucial factors: leadership style and incentive. The manner in which leaders connect with their employees, as well as the degree of incentive they give, may have a substantial influence on employee engagement, job satisfaction, and organizational commitment (Fonseca and Costa, 2020). Employees are more likely to be devoted to their work and the business when they feel inspired and motivated by their leaders. Transformational leadership is well-known for its ability to inspire employee loyalty. This leadership style fosters cooperation and teamwork while also encouraging people to think beyond the box. A laissez-faire leadership style, on the other side, might result in a lack of direction, low morale, and decreased staff engagement (Hajiali *et al.*, 2022).

Another crucial component influencing employee loyalty is motivation. Employees who are motivated are more likely to be engaged in their job and devoted to the achievement of corporate goals. Extrinsic or intrinsic motivation can exist. External elements like as prizes, recognition, and incentives provide extrinsic drive. Intrinsic motivation, on the other hand, stems from inside the individual and includes feelings of purpose, enthusiasm for one's profession, and personal development (Asbari *et al.*, 2019). Leaders must give both extrinsic and intrinsic incentive to promote employee commitment. Rewards and recognition programs, including as bonuses, promotions, and awards, can create extrinsic incentive. Create a healthy work atmosphere, provide chances for personal and professional growth, and include employees in decision-making processes to boost intrinsic motivation (Hennessey *et al.*, 2014). Finally, leadership style and motivation are important factors in encouraging employee commitment. Employees are more likely to be dedicated and engaged when leaders use a transformational leadership style and give both extrinsic and intrinsic incentive. This can lead to increased productivity, work satisfaction, and overall organizational success (Sciences *et al.*, 2012).

There are several components of human resources that become the driving force in an organizational association, so they must be considered, nurtured, maintained, and developed. As a result, every employee must demonstrate employee commitment. defines commitment as "an action that shows the extent to which an individual recognizes and is attached to the organization." Employees who have served in the business have a consistent habit, intend to stay in the organization for a longer period of time, and get more out of their work (Barusman *et al.*, 2019).

effect of leadership on employee commitment with the mediating role of worker values and concluded that good and correct leadership attitudes increase employee commitment. According to Rajaguguk (2017), leadership style theory highlights the attitudes that differentiate between effective and less productive leaders. The attitude or behavior of leadership is defined as the personality or behavior of a leader that is manifested in leadership activities related to the tasks and relationships of superiors and subordinates in order to achieve the goals of the organization.

Employee commitment is influenced by variables other than leadership. According to Han *et al.*, (2019), motivation is a condition that motivates employees to achieve the goals of their motives. Meanwhile, the concept of motive is an encouragement for employees to desire themselves as employees who must be fulfilled so that employees can adapt to their surroundings. The goal is to excite staff in order to increase morale and productivity.

Based on the problems that occur at PT Indogrosi Bandar Lampung, the total number of employees who have resigned is 18 people while the total number of employees who have entered is 2 people, with a turnover of 20.40% in 2020 and 20.51% in 2021 which is quite high because a normal turnover rate of 5-10% each year is considered ideal. This shows that employees' statements about leadership and motivation are true and affect the lack of employee commitment to the organization. Based on these circumstances, academicians are interested in examining the above phenomenon by linking aspects of the company's leadership style and motivation with employee commitment with the title: The influence of leadership style and motivation on employee commitment of PT Indogrosir Bandar Lampung Employees (Iqbal *et al.*, 2021).

Literature Review

a. Leadership Style

Leadership style refers to the approach or way in which a leader interacts with their team, directs the work, and makes decisions. There are several leadership styles, and each has its own strengths and weaknesses. The style that a leader adopts can significantly impact the motivation, engagement, and productivity of their team members (Fatokun, 2010).

According to Guzman *et al.*, (2020), following are some common leadership styles:

- a) Autocratic Leadership: This style involves making decisions without consulting team members. The leader has complete control over the team and their actions.
- b) Democratic Leadership: This style involves collaborating with team members to make decisions. The leader encourages input from their team and considers everyone's opinion before making a decision.
- c) Laissez-Faire Leadership: This style involves delegating most of the responsibility to the team members. The leader provides minimal direction and allows the team to make decisions on their own.
- d) The purpose of transformational leadership is to inspire and motivate team members to achieve at their maximum level so that the team leader may develop a clear vision and provide members with support and resources as needed for success.
- e) Transactional Leadership: Setting objectives and employing incentives and penalties to motivate team members are all part of this method, which allows management to recognize strong employee performance while penalizing bad performers.
- f) Servant leadership is characterized by the leader's ability to fulfill the requirements of team members, prioritize the team's needs and goals, and provide the necessary support to help them achieve their objectives.

Effective leaders may adapt their leadership style to the situation and the needs of their team members. Nonetheless, depending on the circumstances, certain tactics may be more successful than others. Good leaders are adaptable and flexible, and they are always learning and growing in order to become stronger leaders.

b. Motivation

The internal or external forces that motivate a person to perform or behave in a certain manner are referred to as motivation. It is the driving force behind a person's actions, decisions, and conduct. Intrinsic motivation comes

from within a person and is driven by personal interests, values, and objectives, whereas extrinsic motivation comes from external sources such as rewards, recognition, or penalties (Aziz *et al.*, 2021).

Motivation is important in human behavior and is necessary for reaching objectives and success in many aspects of life, including education, profession, relationships, and personal growth. A highly driven individual is more likely to put in the work necessary to attain their objectives and overcome challenges. Setting clear objectives, providing feedback and acknowledgment, providing chances for growth and learning, and establishing a supportive and happy workplace are all factors that might improve motivation (Filgona *et al.*, 2020).

According to to Nguyen *et al.*, (2020), there are various factors that can motivate someone to work, such as:

- a) Compensation and perks: An suitable compensation and benefits package might drive a worker to work harder and more efficiently.
- b) Recognition: Recognition of one's work achievements, whether in the form of promotions or awards, can increase work motivation.
- c) Work environment: A good work environment, such as a clean and comfortable place, can motivate someone to work better.
- d) Challenging work: Challenging work can motivate a person to develop his abilities and skills.
- e) Good leadership: Good and inspiring leadership can motivate a person to work better and achieve common goals.
- f) Balance between work and personal life: A good balance between work and personal life can motivate a person to work more productively and effectively.

All of the aforementioned variables might encourage a person to work more and perform better at work. As a result, it is critical for businesses to consider these variables and establish a work environment that encourages and supports their employees.

c. Employee commitment

Employee commitment refers to an employee's level of dedication and loyalty to their employer and their job. It involves a sense of ownership, engagement, and responsibility towards their work, team, and the organization's goals and values (Abasilim *et al.*, 2019).

Committed employees are highly motivated to perform their job to the best of their abilities, are proactive in finding ways to improve their performance, and are willing to go above and beyond their job requirements to help the organization succeed. They feel a sense of pride in their work and the company they work for, and they are willing to make personal sacrifices to achieve the organization's objectives (Pham *et al.*, 2019)

Employee commitment is essential for the long-term success of an organization. It can lead to higher productivity, better job performance, lower turnover rates, and increased employee satisfaction. To foster employee commitment, employers need to provide a supportive work environment, clear expectations and feedback, opportunities for growth and development, and recognition and rewards for employee efforts and achievements (Jung and Kang, 2020).

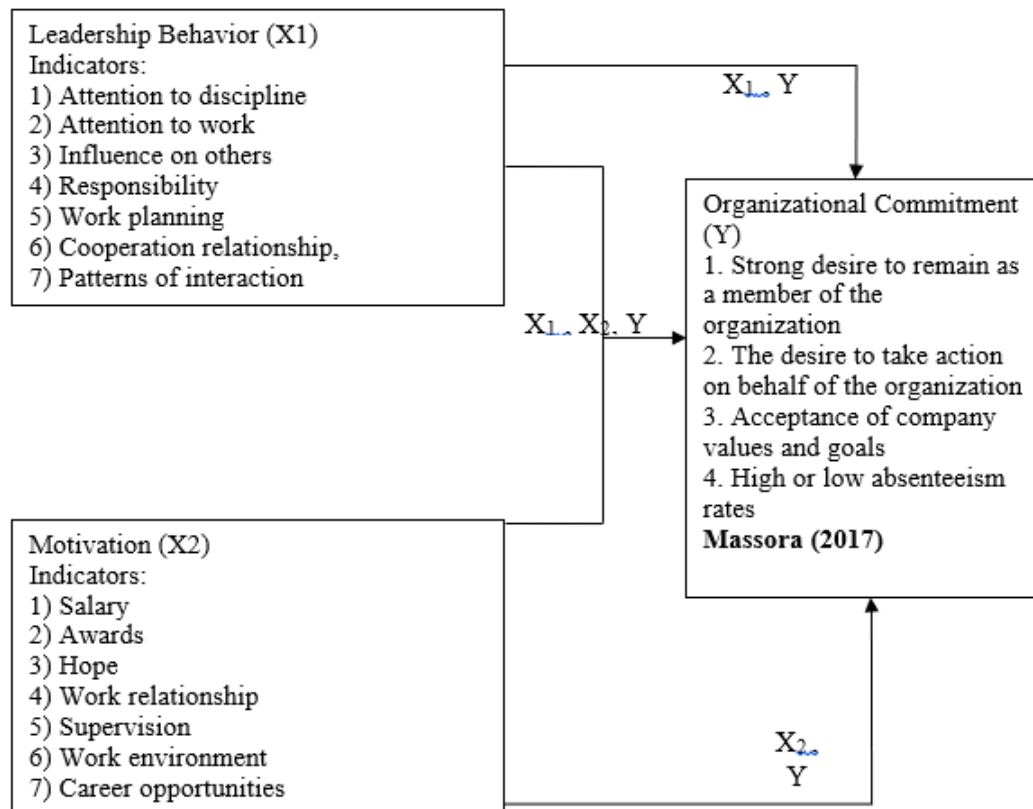


Figure 1. Framework

Methodology

An analysis that uses quantitative data methods is characterized by symptoms that will be observed and later converted into numbers which are then examined statistically. According to the opinion of Kabukcu and Chabal (2020), in analyzing quantitative data types the author is required to explain how one variable affects another. This analysis is an example of experimental research. Sugiyono (2016), defines experimental research as "a study that aims to see the impact of specific variables on other variables under regulated conditions".

The population is the sum of all possible, estimated, and measured values. Instead of specific qualities regarding a complete and distinct collection of items, quantitative and qualitative attributes are used. Another interpretation states that a population is a collection of subjects, including humans and symptoms, test scores, items, or events. In the above understanding, it can be decided that the population of this study was 32 employees of PT Indogrosir Bandar Lampung.

The TCR approach was used by the researcher in this study to assess the data that had been collected. Respondent's Achievement Level (TCR) is a way of rating people based on their ratings on various measured attributes. The research technique illustrates the evaluation of the "Master Scale" scale, which is a measurement scale that typically features five levels of a particular attribute.

Quantitative data analysis can be used for data that is quantified in the form of numbers. Research analysis aims to see the quantitative impact or influence of a variable or factor. This analysis uses statistical methods to perform calculations, and SPSS 23 software is used to facilitate data analysis in this study.

There is an interrelated relationship between the range of two or more independent variables (X_1, X_2, \dots, X_n) and the dependent variable in multiple linear regression analysis (Y). This technique is anticipated to be used to see the magnitude of the impact of variable X on variable Y . In the above analysis, assuming that other variables are constant, the T-test is used as a determinant of the significance of the influence of individual independent factors on the dependent variable. The simultaneous test or simultaneous coefficient or commonly referred to as the F-test is designed to determine how much influence the independent variable has on the dependent variable simultaneously. The magnitude of the impact of these factors simultaneously or simultaneously can be seen

through this simultaneous test by looking at the coefficient of determination (R²). The degree of accuracy of multiple linear regression analysis is indicated by the coefficient of determination (R²) which is indicated by the amount of variation in the contribution of all variables.

Result and Discussion

The TCR approach was used by the author in the analysis of this study to assess the data that had been collected. Respondent's Achievement Level (TCR) is a way of rating people based on their ratings on various measured attributes. The research technique illustrates the evaluation of the "Master Scale" scale, which is a measurement scale that typically features five levels of a particular attribute

This research describes using the distribution of questionnaires. The questionnaires were distributed to find out how many of the total average value of the respondents' results and the level of achievement of the research respondents regarding leadership style, motivation, and employee commitment using 10 statement indicators summarized in the table below:

Table 1. Leadership Style Variable Statement (X1)

No	Indicator	Mean	TCR (%)	N	Category
1	Leaders are very directive about discipline.	3,37	67,42	35	Less Good
2	Leaders are very concerned about the discipline of their employees	3,22	64,57	35	Less Good
3	Leaders pay attention to employees at work	3,57	71,42	35	Good enough
4	Leaders provide direction at work	3,8	76	35	Good enough
5	Leaders can influence employees	3,82	76,57	35	Good enough
6	The relationship between leaders and other employees is good at work	3,42	68,57	35	Less Good
7	Leaders are very responsible both in work and employees	3,65	73,14	35	Good enough
8	The leader's job planning is very good	3,88	77,71	35	Good enough
9	Cooperation between leaders and employees is very good	3,25	65,14	35	Less Good
10	Leaders interact with employees very well	3,48	69,71	35	Less Good
Average		3,55	71,02	35	Good enough

Data Source: Processed, 2022

It can be seen that these results have an average score of leadership style variables at PT Indogrosir Bandar Lampung is quite good, because the score of the average is 3.55 with a score range of 1-5. It can also be seen that the value of the respondent achievement rate (TCR) is 71.02% which is included in the good enough category.

Table 2. Motivation Variable Statement (X2)

No	Indicator	Mean	TCR (%)	N	Category
1	PT Indogrosir Bandar Lampung is always given a salary on time.	3,51	70,28	35	Good enough
2	There is always a salary increase that keeps me excited at work.	3,22	64,57	35	Less Good
3	PT Indogrosir Bandar Lampung gives awards if employees excel	3,08	61,71	35	Less Good
4	Encouragement or motivation in employees to do work in order to get more assessment from the leadership so that they can move up.	2,85	57,14	35	Less Good

5	My boss and I have a good relationship so we always provide encouragement and motivation at work.	2,77	55,42	35	Less Good
6	My relationship with other employees is good, so they always provide input and encouragement at work.	2,77	55,42	35	Less Good
7	Superiors are very attentive to employees and always act wisely.	2,57	51,42	35	Less Good
8	I feel that there is a safe and comfortable working environment.	3,11	62,28	35	Less Good
9	I feel that there is a definite recognition of my status as an employee	2,88	57,71	35	Less Good
10	Career opportunities and opportunities at PT Indogrosir Bandar Lampung are very large.	3,17	63,42	35	Less Good
Average		2,99	59,94	35	Less Good

Source data processed in 2022.

In the analysis above, the average score of the motivation variable at PT Indogrosir Bandar Lampung is classified as not good, with a score of 2.99 on a scale of 1 to 5. It can also be seen that 59.94% of the respondents' achievement level (TCR) is included in not good.

Table 3. Employee Commitment Variable Statement (Y)

No	Indicator	Mean	TCR (%)	N	Category
1	I have an attachment to the organization.	3,6	72	35	Good enough
2	I have a strong desire to stay in the organization	3,51	70,28	35	Good enough
3	I am very active in organizations	3,25	65,14	35	Less Good
4	Encouragement or motivation in employees to do work in order to get more assessment from the leadership so that they can move up.	3,4	68	35	Less Good
5	I do my work at the encouragement of the organization	3,48	69,71	35	Less Good
6	My organizational relationships are good, so they always provide input and encouragement at work.	3,48	69,71	35	Less Good
7	I accept the company's assessment of me	3,08	61,71	35	Less Good
8	I do my best to achieve company goals	3,48	69,71	35	Less Good
9	I never skip work	3,4	68	35	Less Good
10	I always attend company activities	3,45	69,14	35	Less Good
Average		3,41	68,34	35	Less Good

Source data processed in 2022

In the results of this analysis, the average score of the staff commitment variable at PT Indogrosir Bandar Lampung is classified as not good, with a value of 3.41 on a scale of 1 to 5. It can also be seen in the level of respondent achievement (TCR Score) of 68.34%, which is included in a less good area.

Quantitative analysis is an examination of the data received through the distribution of questionnaires and then examined using statistical methods. This study uses the SPSS software application by using tests including multiple linear regression tests, coefficient tests, R Square tests, t tests, and F tests used in the analysis of this study using the SPSS software package.

There is a linear or interrelated relationship between two or more independent variables (X1, X2,...n) and the dependent variable in multiple linear regression analysis (Y). The purpose of this analysis is to determine how the linear direction between the two variables, whether each independent variable is related to predict the value of the

dependent variable positively or negatively, and whether the value of the dependent variable increases or decreases. Multiple Linear Regression is shown in Table 4.

Table 4. Multiple Linear Test

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	5.185	6.717		.772	.446
	Leadership Style	.357	.164	.274	2.185	.036
	Motivation	.548	.105	.656	5.226	.000

a. Dependent Variable: Employee commitment

Source data processed in 2022.

$$Y = a + b_1 X_1 + b_2 X_2 + E_t$$

$$Y = 5.185 + 0.357X_1 + 0.548X_2 + E_t$$

Interpretation test results:

1. α 5.185 means
For example, if the leadership style and encouragement or motivation have been considered constant, employee commitment still has a value of 5.185
2. b_1 0.357 means
Suppose the leadership style is increased by one unit and the other variables are constant, so employee commitment will increase by 0.357 units.
3. b_2 0.548 means
Suppose encouragement or motivation increases by one unit and other variables remain, then employee commitment will increase by 0.548 units.

In the results of the interpretation from the collection of facts, concluding the results that from the X2 regression coefficient test > from the X1 regression coefficient. It can be shown that work pleasure is more important than leadership style in order to increase employee commitment at PT Indogrosir Bandar Lampung.

To determine linearity, simultaneous correlation analysis was used. The correlation value (r) is 2-way; a positive number is shown in line (X goes up, then Y goes up), while a negative value is shown in reverse (X goes up, then Y goes down).

Table 5. Joint Correlation Coefficient or R Square Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.464	4.597

a. Predictors: (Constant), Motivasi, Gaya kepemimpinan

Source: Results of Data Processing Year 2022

The correlation coefficient of leadership style and motivation with employee commitment at PT Indogrosir Bandar Lampung is 0.704 which indicates that the relationship between the two variables is "high" because it is in the range (0.60-0.799), and the direction of correlation (+) indicates that an increase in leadership style and motivation will increase employee commitment. Employee commitment will decrease if leadership style and motivation are not improved. So that the magnitude of the influence of leadership style and motivation on commitment is 49.6%, the rest is worth 50.4% of other factors that have been influenced that are not examined by the author.

In the partial assumption used to see the impact of X1 on Y and X2 on Y independently using the t-test, on the other hand, the comparison between the t_{hitung} value and t_{table} at a significant threshold of 95% ($=0.05$). The

condition is that there is an effect if $t_{hitung} > t_{table}$, otherwise there is no effect if $t_{hitung} < t_{table}$. The value of t_{table} at 95% significance and $df = 35$ is 1.684. The following are the results of partial hypothesis testing:

Table 6. Partial Hypothesis Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.185	6.717		.772	.446
Leadership Style	.357	.164	.274	2.185	.036
Motivation	.548	.105	.656	5.226	.000

a. Dependent Variable: Employee commitment

Source: Processing Results Year 2022

a) Hypothesis Test X1 on Y:

The t_{hitung} value on X1 = 2.185 and the t_{table} at a significant level of 95% (= 0.05) is 2.035 in the table above. Based on this comparison, the t_{hitung} value on leadership style $> t_{table}$ value. Therefore, it can be concluded that leadership style has a significant and positive impact on the commitment of employees of PT Indogrosir Bandar Lampung.

b) Hypothesis Test X2 on Y:

The t_{hitung} value on X2 = 5.226 and the t_{table} at 95% significant level (= 0.05) is 2.035 in the table above. Based on this comparison, the t_{hitung} value on motivation $> t_{table}$ value. Therefore, it can be concluded that motivation has a significant and positive impact on the commitment of employees of PT Indogrosir Bandar Lampung. The simultaneous hypothesis is known as how the impact of motivation and leadership style on employee commitment. The F test is used for comparison of the calculated F value and F table with the provisions that if $F_{count} > F_{table}$ then there is an impact, if $F_{count} < F_{table}$ then there is no impact, and is carried out by comparing the value of significance with the alpha value, the condition is that if the value is sig. < 0.05 then H_a is accepted and if sig. > 0.05 then H_a is rejected.

Table 7. Hypothesis Test X1 and X2 on Y

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	664.668	2	332.334	15.725	.000 ^a
Residual	676.304	32	21.134		
Total	1340.971	34			

a. Predictors: (Constant), Motivation, Leadership style

b. Dependent Variable: Employee commitment

Source: Processing Results Year 2022

In the table that has been found, at 5% significance, the difference between F hitung and F table is $15.725 > 3.23$. The above equation shows that $F_{hitung} > F_{table}$ at a significance level of 5% (= 0.05), and the test of significant results in sig. with a level = 0.000 0.05. Therefore, H_a is accepted, implying that leadership style and motivation both affect employee commitment at PT Indogrosir Bandar Lampung.

Conclusion and Recommendations

Conclusion

On the findings of the analysis and the results of the discussion that has been stated conclude that:

1. In the discussion of the data, respondents argue that the leadership style that has been formed at PT Indogrosir Bandar Lampung produces good performance because there are several factors that can boost the quality of performance. Employee commitment at PT Indogrosir Bandar Lampung is positively influenced by leadership style.
2. Based on the discussion of the data, respondents thought that employee motivation at PT Indogrosir Bandar Lampung was going well because the work was done well. Employee commitment at PT Indogrosir Bandar Lampung is positively influenced by motivation.
3. PT Indogrosir Bandar Lampung personnel have outstanding performance. Employee commitment at PT Indogrosir Bandar Lampung is positively influenced by leadership style and motivation.

Recommendations

Some of the implications of the research are as follows:

1. The leadership style of employees at PT Indogrosir Bandar Lampung needs to be improved, based on the distribution of questionnaires collected, the lowest response rate is on the aspect of employees trying to implement ways to be facilitated and accelerated. This can be done by company leaders and offering guidance and priorities, as well as making work plans and work can be monitored and reviewed per day.
2. PT Indogrosir Bandar Lampung needs to improve motivation or encouragement from an aspect of improving work performance, which needs to be improved by giving appreciation to employees who excel in order to improve performance more optimally, based on the distribution of questionnaires obtained the lowest answer responded by respondents.
3. Employee commitment at PT Indogrosir Bandar Lampung must be improved based on the distribution of questionnaires collected the lowest response rate from respondents is the aspect of each employee knowing the rules that apply in the business. This means that employees do not fully understand the company's rules, so the company must provide rules that employees must follow during recruitment so that employees can work and develop the organization so that it can run smoothly and certainly in accordance with the responsibilities of the work it has been assigned.

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