



The Impact of Leader-Member Exchange and Organizational Commitment on Employee Performance in Sikka District's Population and Civil Registration Office

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Abstract: The background of this research was the achievement of performance that had not reached the specified target. This study aimed to (1) determine the description of employee performance, Leader-Member Exchange, and Organizational Commitment; (2) analyze the effect of Leader-Member Exchange and Organizational Commitment on employee performance both partially and simultaneously. The population in this study was 55 employees of the Office of Population and Civil Registration of Sikka Regency. Data were collected through questionnaires and analyzed using descriptive and inferential statistical methods, namely multiple linear regression, Hypothesis testing was carried out through the F-test and t-test. The results of the descriptive analysis showed that the employee performance variables, Leader-Member Exchange, and Organizational Commitment were categorized as good. The results of the t-test statistics indicated that partially the Leader-Member Exchange variable had a positive and insignificant effect on employee performance while Organizational Commitment had a positive and significant effect on employee performance. The statistical results of the F-test pointed out that simultaneously all independent variables had a significant effect on employee performance. The results of the determination analysis indicated that the two independent variables in this study were able to explain the fluctuation of employee performance in the Population and Civil Registration Office of Sikka Regency by 19.9%.

Keywords: F-test; Hypothesis testing; LMX; Sikka Regency; T-test

1. INTRODUCTION

Public service or general service is currently a very crucial thing, public service is a very phenomenal thing, especially in our country, Indonesia. Public service is an activity or series of activities in order to fulfill the service needs in accordance with the legislation for every citizen and resident for goods, services and or administrative services provided by public organizers as stated in Law Number 25 of 2009 concerning Public Services.

The Population and Civil Registration Service (DISDUKCAPIL) is an activity that involves many community interests. Population is actually the main basis and focus of all issues. The Population and Civil Registration Service of Sikka Regency is located in Kota Baru Village, Jalan Moan Sadipun, is one of the implementers of public administration services that include population registration and civil registration. Population registration includes the issuance of Family Cards (KK), Electronic Identity Cards (e-KTP), transfer letters, etc., while civil registration includes the issuance of birth certificates, death certificates, divorce certificates, child recognition and child legitimization records, name changes, and citizenship

changes. All service activities of the agency will run smoothly in accordance with the goals or success of the organization, if the employees in the organization have good human resources.

Human resources within an organization or agency need to be of high quality. Having employees with high integrity within the organization or agency will create a sense of pride and ensure they are not disappointing the agency in their work. Furthermore, having employees with high integrity in their work will naturally result in good performance. Observing their work style can be seen as having high integrity. Furthermore, this can be seen from the employee's work discipline, which consistently complies with agency regulations and fosters a strong sense of commitment to the organization or agency (Nursafitra, 2021:71).

The success of regional government administration is inseparable from the quality of human resources of government apparatus, this is important because reliable and qualified apparatus will have knowledge, skills, and abilities in carrying out their work responsibilities, so that it will have an impact on improving apparatus performance (Mocodompis 2015:1). Sulistiyan and Rosidah (2003:223) state that performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. A person's performance is a combination of ability, effort and opportunity that can be assessed from the results of his work.

Bernardin and Russel in Lebi (2023:136) stated that performance is one of the benchmarks used to determine whether a job is done well or not based on six indicators, namely, Quality, Quantity, Time Lines, Cost Effectiveness, Need for supervision and Interpersonal impact.

Table 1. Pre-survey Results Data.

No	Indikator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Skor Aktual	Skor Ideal	Skor Total
		F	N	F	N	F	N	F	N	F	N			
1	Quality (kualitas)	1	1	5	10	12	36	6	24	6	30	101	150	67,33
2	Quantity	0	0	0	0	4	12	16	64	10	50	126	150	84,00
3	Time Lines (waktu)	1	1	2	4	8	24	13	52	6	30	111	150	74,00
4	Cost Effectiveness (efektifitasbiaya)	0	0	3	6	10	30	16	64	1	5	105	150	70,00
5	Need For Supervision (pengawasan)	0	0	3	6	7	21	12	48	8	40	115	150	76,67
6	Interpersonal Import	0	0	0	0	3	9	15	60	12	60	129	150	86,00
Jumlah												687	900	76,33
SS: Sangat Setuju (Skor 5). S: Setuju (Skor 4). KS: Kurang Setuju (Skor 3). TS: Tidak Setuju (Skor 2). STS: Sangat Tidak Setuju (Skor 1). F: Frekuensi. N= Frekuensi x Skor. Jumlah Responden: 15 Orang. Jumlah Pernyataan: 12. Skor Aktal = Jumlah jawaban seluruh responden (jumlah N). Skor Ideal = Skor tertinggi x Jumlah responden. Skor Total = (Skor Aktal/Skor Ideal) x 100%														

Table 1 shows that the performance of the Sikka Regency Population and Registration Office employees is not optimal. This is evident from the total score of 687, out of an ideal score of 900, or 76.33%. Thus, there is a 23.67% gap in employee performance at the Sikka Regency Population and Registration Office.

Furthermore, the performance variables of the Population and Civil Registration Service employees consist of six indicators where the three lowest indicators are: 1) Quantity (67.33%), 2) Cost Effectiveness (70.00%), Time Lines (74.00%), and 3) These results are in accordance with the results of the interview which showed that some employees were not able to meet the specified quantity standards, in addition there were some employees were not able to complete the work according to the specified time standards. The results of the interview also showed that some employees were not able to use the budget effectively.

Employee performance issues don't just happen by themselves but are determined by many factors. In this study, the first factor that significantly determines employee performance is Leader Member Exchange (LMX). According to Hutama & Goenawan (2017:524), LMX is a reciprocal relationship involving communication between leaders and employees through mutual familiarity, contributing to each other, mutual loyalty, and mutual respect. The relationship between each employee and leader is certainly different from one another.

One manifestation of LMX is the attention given to employees so that they feel appreciated, which can then motivate them to work optimally. If their performance is not appreciated, the level of employee commitment to the organization will be low. Conversely, if their performance is appreciated, the level of employee commitment to the organization will be high and will certainly benefit the organization. The results of research in Kamila & Arwiyah (2019:1218) provide the same conclusion that increasing LMX can improve employee performance.

Based on observations/interviews with the Head of the Office and the Secretary of the Population and Civil Registration Office of Sikka Regency regarding the Leader Member Exchange (LMX), there are several heads/heads of the Population and Civil Registration Office of Sikka Regency who are less aware of the problems experienced by employees while working and leaders are less willing to help employees in solving problems in their work, this is due to the busyness of a leader so that they pay less attention to employees which can affect the decline in employee performance in the office. In addition to the Leader Member Exchange, another factor that determines Employee Performance at the Population and Civil Registration Office of Sikka Regency is Organizational Commitment.

Organizational commitment in general is a provision that is mutually agreed upon by all personnel in an organization regarding guidelines, implementation and goals that are to be achieved together in the future (Muis, 2018:15), while according to Greenberg and Baron, employees who have high organizational commitment are employees who are more stable and more productive so that in the end they are also more profitable for the organization (Nathania,

2018:1).

Based on observations/interviews with the Head of the Office and the Secretary of the Population and Civil Registration Office of Sikka Regency, it has not been as expected, this can be seen from several individual employees who are not willing to accept additional tasks given to them, and also several employees do not have a strong will to overcome every problem faced by the organization at the Population and Civil Registration Office of Sikka Regency, this can cause an employee's commitment to the organization to fade and will have an impact on the employee's performance.

Leader member exchangeOrganizational commitment significantly influences employee performance within an organization. However, several previous studies have shown differences in the results of LMX and employee performance compared to organizational commitment. DifferenceThe results of this study show a research gap which indicates inconsistency in research results as shown in the following table:

Table 2. Summary of research gaps.

No	Hubungan Variabel	Hasil penelitian	Peneliti
1	<i>Leader Member Exchange (LMX)</i> terhadap Kinerja pegawai	Berpengaruh positif dan signifikan	Taqiuddin & Sampeliling (2018), Nurokhim & Rozak(2022), Dewi & Setyowati (2022)
		Berpengaruh positif dan tidak signifikan	Zulfa (2021), Kurniawan & Rijanti (2023)
		Berpengaruh negatif dan signifikan	-
		Berpengaruh negatif dan tidak signifikan	-
2	Komitmen Organisasi terhadap Kinerja Pegawai	Berpengaruh positif dan signifikan	Gunawan & Wibowo. (2021), Sugiono <i>et al.</i> (2021), Laksmi & Kawiana (2022).
		Berpengaruh positif dan tidak signifikan	Manery, <i>et al</i> (2018), Diansyah <i>et al</i> (2020)
		Berpengaruh negatif dan signifikan	-
		Berpengaruh negatif dan tidak signifikan	-

The differing results of previous studies have created a research gap. Therefore, these differences need to be further clarified with empirical evidence on the extent to which Leader-Member Exchange and Organizational Commitment influence employee performance. This inconsistency in research findings provides an opportunity for further research.

2. LITERATURE REVIEW

A. Employee Performance

Bernardin and Russel in Lebi (2023:136) stated that performance is one of the benchmarks used to determine whether a job is done well or not based on six indicators, namely, Quality, Quantity, Time Lines, Cost Effectiveness, Need for supervision and Interpersonal impact. The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone). The definition of performance (work achievement) according to Mangkunegara in Wale (2023:172) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Leader Member Exchange: The concept of leader-member exchange theory focuses on the reciprocal values between leaders and employees (Graen & Uhl-Bien, 1995). Leadership effectiveness is characterized by a superior-subordinate relationship that demonstrates maturity and benefits for both parties. Avida & Suci (2022:2099) Leader member exchange (LMX) was previously called the "Vertical Two-Party Relationship Theory" because it focuses on the process of reciprocal influence in a vertical two-way relationship consisting of one person who has direct authority over another person. According to Robins (2007) in Leader Member Exchange (LMX) differences in attitudes were found that subordinates received from their superiors.

B. Organizational Commitment

According to (Meyer & Allen, 1991) organizational commitment can be interpreted as emotional attachment, identification and involvement of individuals with the organization and the desire to remain members of the organization. Another definition according to (Meyer & Allen, 1991) is that commitment is not only related to the level of employee turnover, but also related to the level of employee willingness to sacrifice for the company. The response system provided by the organization sometimes does not receive enough attention from employees to further foster a loyal attitude towards employees, this is due to the fear of employees being punished if they express their complaints.

C. Research Hypothesis

H1: Leader Member Exchange has a partial significant effect on Employee performance.

H2: Organizational Commitment partially has a significant effect on Performance

Employee.

H3: Declaring Leader Member Exchange and Organizational Commitment Influential Simultaneously Positive on Employee Performance.

3. PROPOSED METHOD

The population in this study is employees at the Population and Civil Registration Office of Sikka Regency, totaling 55 employees. The sampling technique in this study is saturated sampling (total sampling) so that all members of the population are sampled. Data was collected through questionnaires and for To determine whether the questions in the questionnaire as a data collection tool are good and do not produce biased information, it is necessary to conduct instrument testing, namely validity and reliability tests. The results of the validity and reliability tests indicate that all statement items are valid and reliable. The data were then analyzed using descriptive and inferential statistical methods, namely multiple linear regression. Hypothesis testing was conducted using the F-test and the t-test.

4. RESULT AND DISCUSSION

A. Descriptive Analysis

The results of the descriptive analysis show that: (1) the percentage of the actual score for the Leader Member Exchange variable is 77.94% in the Good category; (2) the percentage of the total score for the Organizational Commitment variable is 80.91% in the Good category; (3) the percentage of the total score for the employee performance variable is 71.36% in the Good category.

B. Partial Hypothesis Testing (t-test)

Partial Hypothesis Test (t-Test) is used to test the significance of the influence of each independent variable, namely: the Leader Member Exchange variable (X1) and Organizational Commitment (X2) partially on the dependent variable of employee performance (Y). The results of the t-test hypothesis test analysis using the SPSS program, obtained the results shown in the following table:

Table 3. Partial hypothesis testing (t-test).

	Model	t count	Sig	Information
1	Leader Member Exchange	1,704	0.094	Insignificant Impact
	Organizational Commitment	2,782	0.008	Significant Influence

Source: Data processing results

Based on the data analysis in table 3 above, the partial hypothesis test (t-test) for each independent variable against the dependent variable is as follows:

- VariablesLeader Member Exchange (X1) :

The results of the statistical test show that the t-value is 1.704 with a significant value of 0.094. This significance value is greater than the alpha level used of 5% (0.05), so the decision is to accept the null hypothesis (Ho) and reject the alternative hypothesis (Ha), that partially the Leader Member Exchange variable (X1) has an insignificant effect on the Employee Performance variable. This means that if the Leader Member Exchange variable is further increased, Employee Performance will increase with an insignificant increase.

- Organizational Commitment Variable (X2):

The results of the statistical test in table 4.15 show that the t-value is 2.782 with a significant value of 0.008. This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha), that partially the Organizational Commitment variable has a significant effect on the Employee Performance variable. This means that if the Organizational Commitment variable increases, Employee Performance will increase with a significant increase.

C. Simultaneous Hypothesis Testing (F Test)

The simultaneous hypothesis test (F-test) aims to simultaneously test the influence of the independent variables Leader Member Exchange (X1) and Organizational Commitment (X2) together on the dependent variable employee performance (Y). The results of the F-test hypothesis analysis using the SPSS program, obtained the results shown in the following table:

Table 4. Simultaneous hypothesis testing (F test).

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	805,672	2	402,836	6,464	0.003
	Residual	3240,510	52	62,318		
	Total	4046,182	54			
a. Predictors: (Constant),Leader Member Exchange,Organizational Commitment						
b. Dependent Variable: Employee Performance						

Source: Data Analysis Results 2025

The results of the statistical test based on the Anova calculation show an F count value of 6.464 with a significance value of 0.003. This significance value is smaller than the alpha level used, namely 5% or 0.05, so the 2 independent variables in this study simultaneously have a significant influence on Employee Performance (Y), meaning that the rise and fall of Employee Performance values are very much determined by the rise and fall of the 2 independent variables in this study, namely: Leader Member Exchange (X1) and Organizational Commitment (X2). It can be concluded that the variables Leader Member Exchange (X1), and Organizational Commitment (X2) simultaneously have a significant influence on Employee Performance (Y).

D. Koefisien Determinasi (R^2)

The coefficient of determination (R^2) is used to measure the extent to which the model is able to explain the variation in the dependent variable. The results of the analysis using the SPSS program, obtained the R^2 results shown in the following table:

Table 5. Coefficient of determination (R^2).

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.446	0.199	0.168	7.89414
a. Predictors: (Constant),Leader Member Exchange,Organizational Commitment				
b. Dependent Variable: Employee Performance				

Source: Data Processing Results

Based on the results of the data analysis in table 4.15 above, it can be seen that the coefficient of determination (R^2) is 0.199, which means that the 2 independent variables in this study, consisting of: Leader Member Exchange and Organizational Commitment, are able to explain the variations in the ups and downs of Employee Performance at the Population and Civil Registration Office of Sikka Regency by 19.9 (obtained from: $0.199 \times 100\%$). While the remaining 80.1% (obtained from: $100\% - 19.9\%$) is explained by other variables not included in this research model.

E. The Influence of Leader Member Exchange on Employee Performance.

The t-test results show that the Leader Member Exchange variable has a positive and insignificant effect on the Performance of Employees at the Population and Civil Registration Office of Sikka Regency. A positive effect can be interpreted as meaning that if Leader Member Exchange is improved better then Employee Performance will increase. An insignificant effect can be interpreted as meaning that if Leader Member Exchange is improved then Employee Performance at the Population and Civil Registration Office of Sikka Regency will increase with an insignificant increase. The results of this study reject the first hypothesis proposed, namely: Leader Member Exchange partially has a significant effect on the performance of Employees at the Population and Civil Registration Office of Sikka Regency.

The results of this study are not in line with several empirical evidences from previous studies related to the influence of Leader Member Exchange on Employee Performance, including research conducted by: Taquiuddin & Sampeliling (2018), Nurokhim & Rozak (2022), Dewi & Setyowati (2022). These studies were able to prove that Leader Member Exchange has a positive and significant effect on Employee Performance both partially and simultaneously.

F. The Influence of Organizational Commitment on Employee Performance.

The results of the t-test indicate that the Organizational Commitment variable has a positive and significant effect on the Performance of Employees at the Population and Civil Registration Office of Sikka Regency. A positive effect can be interpreted that if Organizational Commitment is further increased, Employee Performance will increase. A significant effect can be interpreted that if Organizational Commitment is further increased, Employee Performance at the Population and Civil Registration Office of Sikka Regency will increase with a significant increase. Based on the description, the results of this study accept the second hypothesis proposed, namely: Organizational Commitment partially has a significant effect on the performance of Employees at the Population and Civil Registration Office of Sikka Regency. The results of this study align with several empirical evidence from previous studies related to the influence of Organizational Commitment on Employee Performance, including research conducted by: Gunawan & Wibowo (2021), Sugiono et al. (2021), Laksmi & Kawiana (2022). These studies were able to prove that Organizational Commitment has a positive and significant effect on Employee Performance, both partially and simultaneously.

G. The Influence of Leader Member Exchange and Organizational Commitment on Employee Performance.

The results of the F test show that the variables of Leader Member Exchange and Organizational Commitment simultaneously have a significant effect on the Performance of Employees at the Population and Civil Registration Office of Sikka Regency. A significant effect can be interpreted that if Leader Member Exchange and Organizational Commitment are managed together (simultaneously) better, the Performance of Employees at the Population and Civil Registration Office of Sikka Regency will increase with a significant increase. Based on the description, the results of this study accept the third hypothesis proposed, namely: Leader Member Exchange and Organizational Commitment simultaneously have a significant effect on the performance of employees at the Population and Civil Registration Office of Sikka Regency.

The results of this study are in line with several empirical evidences from previous studies related to the influence of Leader Member Exchange and Organizational Commitment simultaneously on employee performance, including research conducted by: Taqiuddin & Sampeliling (2018), the study was able to prove that Organizational Commitment and Leader Member Exchange simultaneously have a significant effect on employee performance.

Although partially, the Leader Member Exchange variable does not have a significant effect on Employee Performance, however, based on the F test, the Leader Member Exchange variable simultaneously (together with the Organizational Commitment variable) has a significant effect on Employee Performance at the Population and Civil Registration Office of Sikka Regency.

5. CONCLUSION

The results of the descriptive analysis show that: (1) The percentage of the total score for the Leader Member Exchange variable is 77.94% with a good category; (2) The percentage of the total score for the Organizational Commitment variable is 80.91% with a good category; (3) The percentage of the total score for the Employee Performance variable is 71.36% with a good category. The statistical results of the t-test show that individually (partially) (a) The Leader Member Exchange variable (X1) has a positive and insignificant effect on the employee performance variable. If the Leader Member Exchange variable is increased, employee performance will increase with an insignificant increase. (b) The Organizational Commitment variable (X2) has a positive and significant effect on the Employee Performance variable. If

the Organizational Commitment variable is increased, employee performance will increase with a significant increase. The results of the F-test statistics show that simultaneously all independent variables consisting of Leader Member Exchange (X1) and the Organizational Commitment variable (X2) have a significant effect on employee performance. These two independent variables together will have an impact on increasing employee performance variables at the Population and Civil Registration Office of Sikka Regency.

The results of the Determination analysis show that the Leader Member Exchange and Organizational Commitment variables are able to explain the variations in the ups and downs of employee performance at the Sikka Regency Population and Civil Registration Office by 19.9%.

6. RECOMMENDATIONS

Based on the conclusions of this research, the following things can be suggested: (1) The Population and Civil Registration Office of Sikka Regency is advised to: Improve Employee Performance by improving Organizational Commitment. Provide development and training opportunities to employees. This can include technical training, leadership training, or training in other matters relevant to their work. By providing opportunities to learn and develop, employees will feel appreciated and have a higher commitment to the organization. (2) To other researchers, if they want to conduct similar research, it is suggested to include other variables that influence Employee Performance that have not been included in this research, so that it can be used as reference material for the Population and Civil Registration Office of Sikka Regency in decision making.

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