



EMPLOYEE WORK ACHIEVEMENT OF INDONESIAN REGIONAL COMPANY: IMPACT OF LEADERSHIP AND ORGANIZATIONAL COMMITMENT

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Abstract:

This research was carried out to know the influence of leadership style on employee work achievements, to know the effect of organizational commitment on employee work achievements, and to know the influence of leadership style and organizational commitment on the work achievements of Regional Company employees. This research is an associative study with a quantitative approach. Data analysis techniques use multiple linear regression. The data used are primary, i.e. data obtained directly from research objects through the distribution of questionnaires to 77 respondents. The results showed that leadership styles had a positive and significant effect on employee work achievements. Organizational commitment has a positive and significant effect on employee work achievements. Leadership style and organizational commitment have a positive and significant effect on employee work achievements.

Keywords: Leadership Style, Organizational Commitment, Work Achievement

1. INTRODUCTION

Human resources have a major role for individuals and groups and human resources as an important factor for the smooth running of business activities, even the underdevelopment of the company depends on the presence of human resources. Therefore, to improve good performance, every company must pay attention and arrange the existence of its employees (Kosasih, 2015). In the world of work, leadership plays an important role in organizational accvivability and even the sustainability of the organization's life. The role of leadership is very strategic as one of the determinants of success in achieving the organization's vision, mission, and operational plan. Once the importance of leadership roles in an organization becomes the focus that attracts the attention of researchers in the field of organizational behavior (Syarif, 2008)

The real foundation in an organization is performing. If there is no performance then all parts of the organization cannot be achieved. The success of an organization is largely determined by the role of the leader, because the leader is responsible if there is a failure to carry out the activity, and vice versa the success of a leader can be seen in leading an organization to influence others, move and carry out the goals of the organization's mission vision. Synergy, coordination, good cooperation between leaders and subordinates (Damayanti, 2016).

The leader has a role in directing or even explaining the activities that must be carried out by the employee. Leaders give direction on what must be done in achieving goals. The leadership style and employee commitment are very influential in the effort to achieve optimal organizational goals in improving work performance in an organization. This of course must also be supported by employees towards their organizations known as organizational commitments. An employee's commitment is very influential in the work process or even the activities that occur between companies or workplaces, commitment to an employee doing the maximum work and a professional who is committed can hold fast and realize what must and what has been decided, either team or with other people (Kosasih, 2015). Employees who are committed to the company will contribute to increased productivity, reduced costs and improved quality,

competing advantages that are very difficult to obtain at once. In addition, committed employees can adapt easily to the organization's vision and mission and various changes, thus helping to create harmony in the organization. A leader who always communicates in two directions such as providing support, listening, involving employees in decision making, is the supportive attitude of a leader. A leader must use two-thirds of the time, his energy and mind to supervise and discipline troubled employees (Thohah, 2019). Leadership style and organizational commitment hold to the vision of the company's mission. The leader has a role in directing or even explaining the activities that must be carried out by the employee. The leadership gives direction on what to do in achieving the goals of the organization. Drinking water companies in Gorontalo are required to provide clean drinking water to the community so that people can get clean water and meet the needs of the community, which of course requires a role in carrying out public services concerning their work performance. Employee achievements can be assessed by honesty, discipline, creativity, collaboration, leadership, personality skills and responsibilities. To find out the employees who excel, the organization conducts an assessment of work achievements. The leadership style and organizational commitment are very influential in the effort to achieve optimal organization goals in improving work achievement in an organization (Syarif, 2008)

Based on initial observations in obtaining employee work achievements that have not yet reached a satisfactory limit so it is necessary to analyze whether this work achievement can be enhanced by leadership and organizational commitment. As research (Daud*, 2019);; The influence of transformational leadership style and organizational commitment on employee work achievement at PDAM Tirta Khatulistiwa Pontianak. The results show that simultaneously the transformational leadership style and organizational commitment have a significant effect on work achievement and in part, both the transformational leadership style and organizational commitment have a significant influence on the work achievements of the Pontianak Equatorial Tirta PDAM. Subsequently research from (Bambang Raditya Purnomo, Anis Eliyana, 2020) The Effect of Leadership Style, Organizational Culture and Job Satisfaction on Employee Performance with Organizational Commitment as the Intervening Variable. Based on the results and the theoretical basis of research that has been developed previously, it shows that organizational culture and organizational commitment and organizational commitment can directly and significantly influence respect for performance at the Regional Revenue Service Office of East Java, Surabaya City. Meantime, leadership style and job satisfaction cannot significantly influence respect employee performance.

2. THEORETICAL BACKGROUND

Human resource management (HRM) is a part of managing planning such as organizational preparation, direction, and also handling human resources, namely people who can contribute and have readiness for the goals of stakeholders by paying attention to human welfare so that they can work together and contribute to organizational success. In this case, HRM has several functions, policies such as recruitment, selection, compensation, development, evaluation, retention, promotion and so on. The functions of human resource management are to apply and manage human resources appropriately for organizations/companies to be effective, to achieve the goals that have been made, and can be developed and maintained so that organizational functions can be balanced and efficient.

The quality of human resources is inseparable from the work of professional employees, so it is hoped that high-quality human resources emerge in professional people who have the expertise used to assess and shape their self-image. The success of an organization is determined by increasingly qualified human resource management. This is a challenge for human resource management in dealing with diverse human resources which are increasing.

2.1. Leadership Style

Leadership style is a way that a leader uses to influence his subordinates or employees, typical of the style of a leader giving a beacon a pattern of behavior that can strengthen his men to do or do a job as they are told. To understand leadership style we first know the definition of leadership according to experts. Is as follows: (Garry, 2010) said that: Leadership is an individual's ability to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. So in House's opinion, it can be said that leadership is a way of influencing and motivating others so that the person is willing to contribute to the success of the organization.

(Wahjousumidjo, 2010) cites Terry's implication that "Leadership is the activity of influencing exercised to rigid willingly for group objectives". Based on the definition of leadership it can be interpreted that leadership is one's ability to influence, move, encourage, control others or their subordinates to do something work on their awareness and contribute to achieving a goal. In leadership, related to leadership style. Leadership style is an important aspect of achieving and increasing the success of one's leadership in an organization (Wehrich, H and Koontz, 2017) Leadership (leadership) is a process of social influence, that is, a life that affects another life, a force that influences the behavior of others towards achieving certain goals. Effective leadership is intended to be leadership-oriented towards the effectiveness of achieving goals and the efficient use of resources for the achievement of goals. In this case the use of participation management techniques becomes more important in managing effectiveness to maximize output (yield), and efficiency for minimization of inputs (Costs).

2.2 Organizational Commitment

Have a strong sense of desire or determination, working hard and believing in the acceptance of the values and goals of the organization is an attitude of commitment. According to (Pangabean, 2016) commitment is the strong introduction and involvement of a person in a particular organization. The commitment party design tends to be involved in a consistent line of activities because it considers the costs of carrying out other activities (stop working).

According to (Robbins, Stephen P. dan Coulter, 2010), maintain membership and favor certain organizations to be an organizational commitment. The success of the goals to be achieved by an organization or company depends on the work commitment of employees.

(Luthan, 2012) states that it is an ongoing process in which organizational employees express their concern for the organization and uphold a sense of employee loyalty to the organization. (Garry, 2010) states that: a situation where an employee sided with an organization with the aim and desire to retain employees in the organization is called organizational commitment.

(Robbins, Stephen P., and Judge, 2008) expressed an opinion regarding the characteristics of employees in organizational commitment, namely (a). have a belief in and acceptance of the values and goals of the organization. (b). have the will to try to do what is best for the organization. (c). have a great desire to become an employee of the organization.. Robert M Morgan, 2017) that organizational commitment is high if:(1). there is a belief in accepting the values and goals of the organization.(2) There is a willingness to try hard to be able to achieve organizational goals.(3). There is a will to be able to survive as an employee of the organization.

According to (Richard M. Steers, 2015) that there are 2 (two) approaches in an organizational commitment based on behavior and based on attitude. Behavioral approaches (behavioral approach) focus on individual commitment behavior. (Robert M Morgan, 2017) suggested that organizational commitment is defined through two approaches ,that is (a).Behavioral Commitment, This approach views commitment as employee behavior which is considered to be a breakdown of commitments if the employee decides to be bound by the organization. Behavioral Commitment is referred to as continuity commitment. Behavioral Commitment focuses on processes that involve the individual's time so that it makes him bound to the organization or in other words that a person who is committed towards the company means depending on the activity it is past, "investment". Like seniority, pension, and others who if left behind will not be able to be taken back. (b).Attitudinal Commitment. Attitudinal Commitment or affective commitment is the existence of an affix or emotional bond to the organization, where individuals who have high commitment will identify themselves, engage and enjoy their members in a particular organization.

Furthermore, according to Milward (Robbins, Stephen P., dan Judge, 2008) that commitments are seen in a way, namely calculative and affective. Calculative commitment relates to moral involvement which negates instrumental attachment to the organization. As for affective commitment relates to moral involvement that signifies emotional non-instrumental attachment to the organization through internalization of organizational values.

The commitment aspect according to the concept (Meyer Dan Elen, 2010) is 3 namely: a) Affective Commitment. Affective Commitmentmer is someone who is a member of the organization because he wants (wants to), this includes the emotional state of employees to combine, adjust, and blend directly in the organization. Effective commitment is more focused on the employee's emotional attitudes and attachment, to whom the employee identifies himself and the involvement of employees in an organization. This effective commitment is developed more specifically about work experience in an organization. If employees feel treated well, for example the appropriate salary opinion or participating in decision making tends to develop effective commitments. b).Continuance Commitment, Continuation Commitments undermine the commitment made to the award that employees expect to remain in the organization. In other words, someone becomes a member of the organization because he feels in need (need to). The emphasis on this commitment to continuation is based on the employee's perception of the loss that will be faced if he leaves the organization. This commitment is a consistent activity. When an individual no longer continues his activities at an organization, a feeling of loss will arise. c.)Normative Commitment .Normative Commitment is a person who is a member of an organization because he feels compelled to do something (ought to), this includes the employee's feelings for the obligation to remain in the organization. This normative commitment is more to the organization. Reflecting on individual perceptions of norms, accepted behavior arises as a result of socialization processes or cultural consequences, and is also influenced by the organization. Normative commitment takes root in the minds of individuals the feeling of "debt" to the organization arising from the organization's treatment of employees, for example with the salary they receive, or with the training they attend. These mandatory feelings continue to grow until they feel even.

The three aspects of the organization's commitment are seen as commitments in the form of psychological statements that show the character of the employee's relationship with the organization where he works, to achieve the organization's goals and make an indication to decide which employee will continue to work in the organization or leave. (Sofiah, 2008) cites Lincoln and Bashaw who state that organizational commitment has three indicators namely: (a). The will of employees, where there is an employee's desire to work to achieve organizational interests. (b). The loyalty of employees, which employees wish to maintain their membership to continue to be part of the organization. (c). The pride of the employee, marked by the employee feels proud to have been part of the organization he participates in and feels that the organization has become a part of his life.

2.3. Work Achievement

Increased workability is absolutely done by various organizations to achieve the goals and objectives that have been set, while the notion of workability or performance itself is absolutely to be understood so that its application does not deviate from the meaning and substance of performance itself is also a work achievement. In the context of developing Human Resources (HR), the work achievements of an employee in an organization are needed in achieving work achievements for the employee himself and also for success for an organization.

According to (Bernardin dan Russel (2010) define work performance is a record of the results obtained through certain work functions or activities over a certain time tempo. (Mangkunegara, 2008) states that work achievement is the result

of work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Then (malayu p, 2015) suggest that work achievement is a work accomplished by someone in carrying out the tasks assigned to him that are based on skill, experience and sincerity and time.(1). Job achievement factors. Employee work achievement is a very important thing in ensuring the survival of the organization in achieving achievements is borne by it which is based on skill, experience, and earnestness and time. Work achievement is the work achieved by someone from his work behavior in carrying out work activities.

According to (Sastrohadiwiryono, 2010) states that work achievement is the performance achieved by a workforce in carrying out the tasks and work given to it. According to (Jakson and Maltis, 2014) states that many factors can influence work performance such as ability, motivation, support received, the existence of the work they do and the organization relationship. A factor that can affect the work performance of employees is motivation, education, work discipline, work skills, work ethics, health, income level, environment, and work systems, technology, production facilities, social security, management and opportunities in achievement. Optimal work prestige other than being driven by the motivation of the session and the level of adequate ability is also influenced by the opportunity provided and the conducive environment. That is, even though one is willing and able, it could be an obstacle that is a barrier. Various factors that influence work achievement namely: (a). Job quality includes accuracy of accuracy, neatness in carrying out tasks and skills in doing work; (b). work quantity includes output and work targets in working quantity; (c). learning abilities include the ability of employees to be assessed on something related to the task and work procedures, the use of work tools and techniques for their work; (d). Job adjustments are job appraisal indicators that are reviewed from the ability of employees to carry out work-off and speed of thinking and acting in work;(e). cooperation or employment relations include assessments based on the attitudes of employees towards fellow coworkers and the attitudes of employees towards superiors; (f). work responsibilities and initiatives are carried out if the employee has an idea and is brave to express and can be responsible for each person carried out; (g) dysplin where the representation is based on the employee's compliance with regulations that have been determined both in the time discipline and work discipline.

According to (Mangkunegara, 2008) stated that there are factors that influence the achievement of work achievement are: (a). The motivational factor is formed from the attitude (attitude) of an employee in dealing with work situations. Motivation is a condition of moving the directed employees to achieve the goals of the organization.(b). Capability Factor. Psychologically, employee abilities consist of potential abilities (IQ) and reality (education) abilities. That is, employees who have a high IQ with adequate education to work and have skills in doing work, then it will be easier to achieve the expected work achievements.

3. STATEMENT OF THE PROBLEM

Based on background, it can be formulated as a research problem as follows:

- (1) Does the leadership style have a positive and significant effect on employee work achievements.
- (2) Does the organization's commitment have a positive and significant effect on employee work achievements.
- (3) Does the leadership style and organizational commitment have a positive and significant effect on employee work achievements.

4. ENVIRONMENT

This research was carried out in the neighborhood of the water supply company in the local government link of the Gorontalo Regency, Indonesia.

5. INSTRUMENTS

The Research Instrument Grid is as follows:

**Table.1
Instrument Grid Leadership style (X1)**

No.	Indicator	Item Number
1	Decision ability	1
2	Motivating ability	1
3	Communication skills	1
4	Ability to control subordinates	1
5	Account	1
6	The ability to control emotionally	1
Amount		6

Table.2

Organizational Commitment Instrument Grid (X2)

No.	Indicator	Item Number
1	Have trust and accept the goals and values of the organization	1
2	Desiring to strive towards achieving organizational goals	1
3	Have a strong desire to survive as a member of the organization	1
Amount		3

**Table .3
Employee Achievement (Y) Line-Instrument**

No.	Indicator	Item Number
1	Discipline level	1
2	Level of ability	1
3	Innovative behavior	1
Amount		3

To filter information from each variable studied, then in this study used a questionnaire instrument where questions on each indicator of each variable studied were used on the likert scale with (five) alternative choice of measurement answers using the likert scale as follows: Strongly agree = value 5, Agree = value 4, Simply agree = value 3, Disagree = value 2, Disagree = value 1

6. DATA GATHERING PROCEDURES

The data collection method in this study was carried out through library studies and field studies, namely by observation, documentation and circulating quisionaries to 77 samples drawn by census methods of the population.

7. TREATMENT OF DATA

Data analysis techniques were used to test the proposed hypothesis and to analyze the variable raised, namely qualitative analysis multiple linear regression analysis models to analyze independent variable influences on dependent variables, i.e.:

$$Y = Bo + B1X1 + B2X2$$

Where :

Y: Achievements Employees

X1; Leadership Style

X2: Commitment of the Organization

B0: Value of Constants

B1, B2: CoefesienRegression

Analyzing research data using the SPSS Version 23 application.

8. FINDINGS

8.1. Descriptive Analysis of Leadership Style Variables (X1)

Based on the recapitulation of the respondent's answer, the frequency distribution is obtained as follows.

**Table 4
Descriptive Analysis of Leadership Style Variables (X1)**

Indicator	Number of respondents each answer weight					Average Weight
	STS	TS	CS	S	SS	
1	-	-	1	32	44	4,56
2	-	-	7	22	48	4,53
3	-	-	6	32	39	4,43
4	-	-	3	35	39	4,47
5	-	-	11	34	32	4,27
6	-	-	2	29	42	4,47

Table 4. shows that 44 respondents strongly agree if the leader's style shows the ability to make the right decision in a fast time. 48 respondents strongly agree that leaders have a leadership style that can motivate employees to work well. 39 respondents strongly agree if the leader can communicate well, 39 respondents strongly agreed if the leader was able to control subordinates well, 34 respondents agreed if the lead had high responsibilities and 42 respondents strongly agreed if the leader had a leadership style that was able to control emotions well.

When viewed from the average weight of the respondent's answer, then the highest average is on the ability indicator in making decisions which are 4.56. It is praising that the leadership style run by the company puts it into high testing that leaders have the ability and expertise to make company decisions precisely and quickly. Whereas the lowest average weight is in the fifth indicator (4.27) ie on the indicacies of responsibility. This shows that the leadership style in the company has not been optimal in showing high responsibility.

8.2. Descriptive Analysis of Organizational Commitment Variables (X2)

Based on the recapitulation of the respondent's answer, the frequency distribution is obtained as follows.

Table 5
Descriptive Analysis of Organizational Commitment Variables (X2)

Indicator	Number of respondents each answer weight					Average Weight
	STS	TS	CS	S	SS	
1	-	-	10	34	33	4,30
2	-	-	3	39	35	4,42
3	-	-	10	24	43	4,43

Table 5. Show that 34 respondents agree that the organization's commitment shows that the company can foster employee confidence in the company's goals and values. 39 respondents agree that the company can make employees eager to try to reach the company's goals and 43 respondents strongly agree if the organization's commitment shows if the company can make employees have a strong desire to survive as company employees. The average answer weight of the highest respondent is on the indicator of having a desire strong to survive as a member of the organization, 4.43. This puts the organization committed so that employees want to stay afloat as part of the company. Whereas the lowest average weight is in the first indicator (4.30) ie the indicator has trust and accepts the goals and values of the organization. This shows that organizational commitment has not been optimal in fostering confidence in employees regarding the goals and values that must be achieved.

8.3. Descriptive Analysis of Work Achievement Variables (Y)

Based on the recapitulation of the respondent's answer, the frequency distribution is obtained as follows.

Table 6.
Descriptive Analysis of Work Achievement Variables (Y)

Indicator	Number of respondents each answer weight					Average Weight
	STS	TS	CS	S	SS	
1	-	2	17	38	20	3,99
2	-	-	15	31	31	4,21
3	-	-	8	40	29	4,27

Table 6 shows that 38 respondents agreed if the employee had never violated the company's disciplinary rules, but 17 respondents agreed enough and 2 respondents who disagreed. 31 respondents agreed and 31 respondents who strongly agreed that employees were able to carry out and complete work on time and 40 respondents agreed if employees always showed and put forward new work ideas.

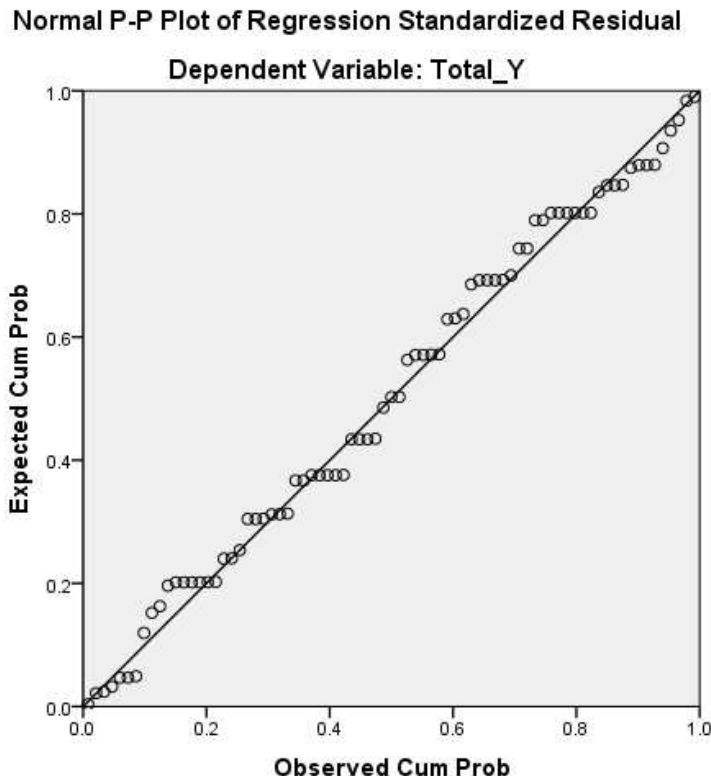
When viewed from the average weight of the respondent's answer, then the highest average is in the third indicator with a weight of 4.27 ie innovative behavior. This shows that company employees have good work performance in innovative behavior. Whereas the lowest average weight is in the first indicator (3.99) ie in the discipline level indicator. This shows that company employees have not been optimal in showing good work performance related to the application of discipline within the company.

8.4. Classic Assumption Test

a.Data Normality Test

The Normality Test is one part of the classic assumption test to assess the feasibility of data distribution in a data group or variable, whether normal or not distributed. This test is useful for determining data that has been collected in the normal distribution or taken from normal populations. Normality tests can use plotting data charts, which according to Gozali (2011), regression models are said to be normally distributed if data plotting (dots) that describe the data follows diagonal lines.

Figure 1
Normality Test



The data normality test in this study can be seen in Figure 5.1 where it shows that the research data produce a distribution of points that follow the diagonal line, so it can be concluded that the research data is normally distributed. Another normality test that can be used is the Smirnov Kolmogorov test. This normality test is often used in particular to modify the widely circulated statistical programs. In obtaining the Kolmogorov Smirnov normality test, which is to compare the standard normal distribution with the data distribution (which will be tested for normality), this is the basic concept of the Kolmogorov Smirnov test. The implementation of the Smirnov Kolmogorov test is carried out when the significance is below 0.05, in this case, the data to be tested has a significant difference with normal standard data, meaning that the data is not normal. $p < 0.05$ means that the data distribution is not normal; $p > 0.05$ means that the data distribution is normal. The results of the data normality test with Kolmogorov Smirnov can be seen in table 7. where it appears that significance indicates a value of 0.200 which shows $p > 0.05$ means normal data distribution and can be continued at the next stage of analysis.

Table 7
Test Normality with smirnov kolmogorov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.47550001
Most Extreme Differences	Absolute	.066
	Positive	.054
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

b. Multicollinearity Test

Multicollinearity test is used to see any deviation from the assumption of classical multicollinearity which is a linear relationship between independent variables in the regression model. The absence of multicollinearity is a prerequisite that must be met in the regression model. One of the test methods that can be used is to look at the value of the inflation factor (VIF) in the regression model. Testing for the absence of multicollinearity symptoms is done by looking

at the VIF (Variance Inflation Factor) and Tolerance values. The conclusion is that the regression model does not have a multicollinearity problem if the VIF value is below 10.00 and the Tolerance value is more than 0.100. The results of multicollinearity testing on the research data can be seen in the following table:

Table 8
Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Total_X1	.292	3.429
	Total_X2	.292	3.429

a. Dependent Variable: Total_Y

Based on table 8 it appears that the VIF value =3,429 or smaller than 10 and the tolerance value = 0.292 or greater than 0.1; then it can be concluded that this research data meets multicollinearity requirements.

b. Heteroscedasticity test

Heteroscedasticity tests are used to determine the presence or absence of deviations from the classic assumption of heteroscedasticity, namely the inequality of variants of residuals for all observations on the regression model. The prerequisite that must be met in the regression model is the absence of heteroscedasticity symptoms. One test method that can be used in the course is the Glesjer Test, which is done by stretching between independent variables and their absolute residual values (ABS_RES). If the significance value between independent variables and absolute residuals is more than 0.05 then there is no heteroscedasticity problem. The results of the heteroscedasticity test of this research data can be seen in the following table.

Table 9
Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.131	.902		3.471	.001
	Total_X1	-.034	.062	-.113	-.543	.589
	Total_X2	-.079	.111	-.148	-.712	.479

Based on table 9, it can be seen that the value of significance between independent variables and residual absolute is more than 0.05 then it can be concluded that this research data does not occur heteroscedasticity and can be continued with subsequent analysis.

8.5. Analysis of Multiple Linear Regression

The results of regression analysis in this study are as follows:.

Table 10
Analysis of Multiple Linear Regression
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.589	1.595		1.623	.109			
	Total_X1	.259	.110	.411	2.364	.021	.579	.265	.222
	Total_X2	.225	.197	.199	1.143	.026	.545	.132	.107

a. Dependent Variable: Total_Y

Based on table 10; multiple linear regression equations were obtained in this study, namely:

$$Y = 2,589 + 0,411 X1 + 0,199 X2$$

This equation can be interpreted as follows:

- Constants of 2,589; that is, if the leadership style and organizational commitment are 0, then the employee's work performance is constant at 2,589.
- The leadership style variable (X1) regression coefficient of 0.411 means that if the leadership force rises by 1 unit, then the work achievement (Y) will increase by 0.411. A coefficient of positive value means that there is a straight comparison between leadership styles and work achievement, the more leadership style rises, the more it increases work achievement.
- The regression coefficient of the organization's commitment variable (X2) of 0.199 means that if the organization's commitment rises by 1 unit, then the work achievement (Y) will increase by 0.199 units. A positive value coefficient

means that there is a straight comparison relationship between organizational commitment and work achievement, the more the organization's commitment rises, the more it increases work achievement. To analyze the simultaneous influence of leadership style variables and organizational commitment to work achievement, it can be seen in the following table.

Table 11
Correlation and Determination Analysis
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.589 ^a	.346	.329	1.495	.346	19.613	2	74	.000

a. Predictors: (Constant), Total_X2, Total_X1

Table 11. Shows that the coefficient R = 0.589. The F value counts 19,613 with a significance level of 0,000 showing simultaneously or together - both leadership style and organizational commitment have a positive and significant effect on work achievement and its influence is quite strong.

R Square or determination coefficient 0.346 shows the determination of leadership style variables and organizational commitment to work achievement is 34.6% which means 34.6% of work achievement variables can be explained by leadership style and organizational commitment or by 34.6% contribution leadership style and organizational commitment to work achievement, whereas 65.4% influence of other variable contributions not discussed in this study.

Hypothesis Test

Based on table 11, the results of the research hypothesis test are:

First hypothesis; The leadership style has a positive and significant effect on employee work achievement. Based on table 11 it can be seen that the partial effect (t-test) shows a value of 2,364 with a significance level of 0.021 <0.05 indicating that the leadership style has a positive and significant effect on work achievement so that the first hypothesis is acceptable.

The second hypothesis; Organizational commitment has a positive and significant effect on employee work achievements. Based on table 11, it can be seen that the partial effect (t test) shows a value of 1.143 with a significance level of 0.026 < 0.05 indicating that the organization's commitment has a positive and significant effect on work achievement so that the second hypothesis is acceptable

Third hypothesis; Leadership style and organizational commitment have a positive and significant effect on employee work achievement. Based on table 11, it can be seen that Coefficient R = 0.589. The F value counts 19,613 with a significance level of 0,000 showing simultaneously or together - both leadership style and organizational commitment have a positive and significant effect on work achievement so that the third hypothesis is acceptable

The results of this study support Afifah research (2019); but contrary to Bambang,ect (2020) research.

9.CONCLUSION

Based on the results of research and discussion, several simulations are obtained as follows:

1. The leadership style has a positive and significant effect on employee work achievements. This shows that the leadership style applied by leaders shows the ability to make decisions in the company quickly and precisely, leaders can motivate employees to work well, leaders are also able to control subordinates well, leaders can show high responsibilities and be able to control emotions with good
2. Organizational commitment has a positive and significant effect on employee work achievements. This shows that the company can foster employee confidence in the company's goals and values. Organizational commitment is also able to make employees eager to achieve company goals, and be able to make employees have a strong desire to survive as company employees.
3. Leadership style and Organizational Commitment together-sam have a positive and significant effect on employee work achievements. Based on the results of the analysis, sufficient correlation coefficients and small contribution coefficients and simultaneous tests that show together - both leadership styles and organizational commitments have a positive and significant effect on employee work achievements.

10. RECOMMENDATIONS

Based on data retrieval in the Gorontalo District Water Supply Area Company, getting employee work achievements that have not been maximized, have not reached satisfactory limits so it is necessary to emulate employees who have great skills and responsibilities to provide maximum quality in delivering outstanding achievements. If management wants to improve the work performance of its employees it is necessary to improve the application of leadership styles and organizational commitments by employee expectations for Increase's contribution of both variables to Work Achievements.

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