



THE EFFECT OF LEADERSHIP, COMMITMENT, AND ADVERSITY QUOTIENT ON EMPLOYEE PERFORMANCE AT PT MITRA INTEGRASI INFORMATIKA

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Abstract

Companies must have a competitive edge that can only be achieved through productivity, innovation, creativity, and consistently passionate and loyal employees to compete in a similar industry. Appropriate human resource management concepts and techniques should be also applied to ensure excellent job performance, effective leadership, good employee engagement, adversity quotient, and a supportive work environment. The research aimed to analyze the effect of leadership, commitment, and adversity quotient on the performance of employees of PT Mitra Integrasi Informatika. The research used a quantitative method by using questionnaire to collect data. The population is selected from employees in this company. By using Slovin formula, the number of samples needed was 109 respondents. The questionnaire was distributed to the target respondents by using simple random sampling technique. Multiple regression analysis technique was applied to all collected data by using Statistical Product and Service Solutions (SPSS) program version 22. The findings indicate that leadership, commitment, adversity quotient have a positive and significant effect on employee performance.

Keywords: *adversity quotient, commitment, employee performance, leadership*

INTRODUCTION

In the current era of globalization, the mindset of managers or a leader should also be more open and transparent. Human resource is the most vital resource for any organization, they are responsible for every decision made, every work done and every result to be achieved (Eneh & Awara, 2017). Considering that Human Resources (HR) are the key to success in the company's business, the development of employment policies and information systems to support HR management are two things that are of

concern to the company in order to encourage the employees to provide the best performance for mutual growth. The existence of employees who are professional and total in their work is also important in the success of the Company's business growth strategy. Based on the results of observations made by researchers at PT Mitra Integrasi Informatika, in 2017, the sales reached 417,444,796,254, in 2018 it reached 363,326,387,296 and in 2019 it was 54,118,408,958. There seems to be a decrease every year. The highest difference in decline occurred between 2018 and 2019 of 309,207,978,338, which greatly affects the company's consistency in achieving profit targets. From the results of the sales performance, it can be concluded that there are problems within the organization, which will be the research object.

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Factors suspected to be the cause of the decline in performance at PT Mitra Integrasi Informatika includes employee commitment to the organization. Commitment is the extent to which an employee believes the company or organization can be as an employee imagines in achieving the goals of the institution. If an employee is committed to loyalty in spending his time and ability for the organization, it will affect employee performance. Commitment is an emotional bond between employees and an organization or institution that arises because of trust, the ability to achieve a goal and the desire to maintain oneself as part of the organization both in favorable and unfavorable conditions. The strong commitment of employees to the organization also determines the nature and behavior of these employees while in the organization.

In addition, one element that affect performance is the adversity quotient, which also brings the success of great people and improve employee performance. The success of employees at work is influenced by the strength of the ability to build relationships, creativity, intelligence, attitude, kindness, strength of mind, physical strength, and spiritual strength which are linked in feelings of mutual understanding, endurance and gaining access to a higher existence around the work environment. According to Leman (2007), adversity quotient is an individual's ability to deal with problems. According to Putra (2008) in Karimah (2009), adversity quotient is an individual's resistance to failure. Adversity quotient as a potential, where with this potential one can turn obstacles into opportunities. Adversity quotient or customer resilience tells how far able to withstand difficulties and ability to overcome them. Employee performance can be influenced by variables such as commitment and adversity quotient.

LITERATURE REVIEW

Employee Performance

Performance is a real achievement achieved by employees in carrying out their duties in accordance with the responsibilities given.

Employee performance is measured based on standards or criteria set by the company (Cravens et al., 2015). Employee performance is the results achieved and the achievements achieved at work. Employee performance is the achievement of real achievements both in the form of quality and quantity by employees who have carried out their duties in accordance with the responsibilities given. Employee performance is measured based on standards or criteria set by the company. Companies need to see the performance of human resources as a strategic issue and also as a tool to help achieve competitive advantage (Djastuti, 2010). According to Robbins and Coulter (2016) performance indicators for individual employees include quality, quantity, timeliness, effectiveness, and independence.

Leadership

Yukl (2015) defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and to accomplish shared objectives. Leadership is a distributed, complex, and fast process (Woods & Roberts, 2016). Leadership as an interpersonal influence that is carried out in a situation and directed through a communication process towards achieving the specified goals. Fiedler and Chemers in Whilhelmus (2011) identify 3 situational factors that influence leadership effectiveness: quality of leader and subordinate relationships, leader positional power and degree of task structure. According to Wahjosumidjo (Wijayanti, 2012), leadership indicators are being fair, giving suggestions, supporting goals, being a catalyst, creating a sense of security, being a representative of the organization, a source of inspiration, and being respectful.

Commitment

According to Chatman and O'Reilly (2016), Organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization and its success and

sustainability. While Allen and Meyer (1991) stated that organizational commitment is defined as an individual's multidimensional psychological attachment to his or her organization. Organizational commitment has two dimensions: 1) it characterizes the employee's relationship in the organization; 2) it has implications for the decision to continue or stop membership in the organization. Indicators of organizational commitment are identification, involvement, and loyalty.

Adversity Quotient

Song and Wo (2015) define adversity quotient as a person's ability to endure and overcome the difficulties he is experiencing. A person's ability to endure and overcome the difficulties they experience. Who conceptualized the adversity quotient as an index of how well an individual may respond when misfortune occurs. Individuals with a high adversity quotient are better able to cope with setbacks and choose constructive responses that turn obstacles into opportunities. In short, the adversity quotient (AQ) indexes how well a person can withstand adversity and his/her ability to surmount it (Tian & Fan, 2014). Adversity quotient measurement indicators are control, origin ownership, reach and endurance (Stoltz, 2000).

Employee Performance, Leadership, Commitment, and Adversity Quotient

Leadership is a way that is owned by someone in influencing a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. The success of an organization both as a whole and various groups within a particular organization is highly dependent on the effectiveness of the leadership in the organization concerned. According to Fielder's analysis (in Prabowo, Jamaluddin, & Syafari, 2022), the most effective leaders match their leadership style to the situation, including their preferred work style and personality traits, as well as the nature of tasks and groups. Likewise with motivation, the relationship between

motivation and performance is a positive one, increased motivation will result in more effort and work performance or performance.

Gibson (in Tintin, 2010) explains that leadership is a business that uses a style and influences and does not force to motivate individuals to achieve goals. The definition of leadership implies that leadership involves wielding influence and that all relationships can involve leadership. The second element in the definition involves the importance of being an agent for change capable of influencing and influencing the performance of followers and centralizing the attainment of goals.

H₁: Leadership has a positive and significant effect on employee performance.

Commitment as a feeling of employees that compels them to be a part of their organization and recognize the goals, values, norms and ethical standards in an organization. Commitment in the organization as a psychological construct that is characteristic of the relationship between members of the organization and their organization and has implications for individual decisions to continue their membership. Organizational commitment has a positive and significant effect on performance. Leadership is very important to manage and control employees and organizations. The suitability of the leadership style to be used in an organization is based on the business sector in which they operate. An effective leader is someone who knows how to inspire and relate to subordinates, knows how to increase employee motivation and keeps employees loyal to the organization (Alkahtani, 2016). The research results of Khan et al. (2010) show a positive relationship between organizational commitment and employee performance. In the three-dimensional comparative analysis of organizational commitment, normative commitment has a positive and significant impact on employee performance.

H₂: Commitment has a positive and significant effect on employee performance.

Adversity quotient is an individual's ability to use his intelligence to be able to survive in the face of all kinds of difficulties to find a way out, solve various problems, and reduce barriers and obstacles, by changing the way of thinking and attitude towards these difficulties. Efforts to improve employee performance can be done by improving the employee empowerment system, commitment to work and work responsibilities. Hogan, Chamorro-Premuzic, and Kasier (2013) show that these individuals can work hard, have a high work ethic, so that it can affect their employability towards the company. Employability in short is individual characteristics including other personal traits and factors that can help individuals to be able to adapt actively to the environment so that they can identify job opportunities and have knowledge, skills and abilities that can be valued by prospective employers.

Agusta (2015) find that high reach in final year students had a relationship with high work readiness as well. This is because students who are able to limit difficulties in their lives can be better able to think and make decisions related to their careers.

H₃: Adversity Quotient has a positive and significant effect on employee performance.

Efforts to improve employee performance can be done by improving the employee empowerment system, commitment to work and work responsibilities. Research conducted by Pamuji (2022) shows that remuneration, self-efficacy, and resilience are variants of employee performance. Then leadership style and organizational commitment have a very positive and significant effect on performance based on Yunus' research results (2013). Partially, leadership style has a more dominant effect on employee performance. Meanwhile, compensation has no significant effect on employee performance. Nurdiana, Mansur, and Abs (2016) research also supports the theory that leadership has a positive and significant effect on employee performance.

H₄: Leadership, commitment, and adversity quotient has a positive and significant effect on employee performance.

Based on the literature review and hypothesis development, the research framework is presented in Figure 1.

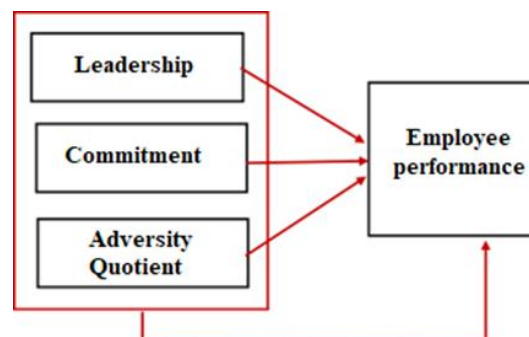


Figure 1. Framework

MATERIALS AND METHODS

The research uses a quantitative approach for analyzing the effect of leadership, commitment, and adversity quotient on the performance of employees of PT Mitra Integrasi Informatika. The research uses a survey method by distributing questionnaire to collect the research data. The questionnaire items consist of 8 indicators for leadership adapted from Wijayanti (2012), 3 indicators for commitment adapted from Buchanan (2014), four indicators for adversity quotient adapted from Sopiadin and Sahrani (2011), and five indicators for employee performance adapted from Robbins and Coulter (2016). The population are all employees of PT Mitra Integrasi Informatika. With slovin formula, the number of samples obtained for this study is 109 respondents. The questionnaire was then distributed to the target samples using simple random sampling technique. Data collected is processed using SPSS software with multiple linear regression technique. Firstly, the collected data will be tested for validity and reliability, then proceed with classical assumption testing and multiple regression test.

RESULTS AND DISCUSSION

Characteristics of Respondents

Based on the data collected, 58% of the respondents were male and 42% female. With 4 age categories, namely 19% aged <21-25

years, 42% aged 26-35 years, 22% aged 36-45 years and 18% aged >45 years. Based on the level of education, 62% of the respondents were dominated by employees with an undergraduate education background, the rest with a high school education background or equivalent. Based on length of work, 7% worked <1 year, 41% had worked 1-3 years, 16% had worked 4-6 years and 36% had worked >7 years.

Validity and Reliability Test Results

There are 80 question items for all variables which are 29 question items for leadership, 28 items for commitment, 20 items for organizational commitment, 28 items for adversity quotient, and 20 items for employee performance. The result of all items in each variable have shown r-statistic (based on *Corrected Item-Total Correlation* column) greater than 0.361. It can be concluded that all questions in each variable are valid.

The results of the reliability test show that the leadership variable (X1) is in Cronbach's alpha 0.978, the commitment variable (X2) is in Cronbach's alpha 0.925, the adversity quotient variable (X3) is in Cronbach's alpha 0.940, and the employee performance variable (Y) is in Cronbach's alpha 0.953 showing the value of Cronbach's alpha of each variable is greater than 0.6. Thus, it is concluded that the questions which are each variable are reliable.

Classical Assumption Test

Classical assumptions include testing for normality, multicollinearity, and heteroscedasticity. Normality test is conducted using One Sample Kolmogorov Smirnov Test.

The result showed that Sig 0.227 that greater than 0.05. Thus, it can be concluded that the data are normally distributed and can be used for multiple linear regression analysis.

The results of the multicollinearity test are used to determine whether or not there is a deviation from the classical assumption of multicollinearity, namely the existence of a linear relationship between exogenous variables in the decomposition model. Multicollinearity test was conducted by using the VIF value or collinearity tolerance value. The VIF value of the leadership variable (X1) is 2.170; commitment (X2) 1.505; and adversity quotient (X3) 1.596 is less than 10. While the tolerance value of the leadership variable is 0.461; commitment of 0.665; adversity quotient of 0.626 greater than 0.10. Thus, it can be concluded that the independent variables (predictors) do not occur multicollinearity. That is, all independent variables (leadership (X1), commitment (X2), and adversity quotient (X3)) in this study are not correlated between one independent variable and another and can be used for multiple linear regression analysis.

The heteroscedasticity test aims to detect whether the residual variation in model testing is the same in all data and the regression model is feasible to use in research. The heteroscedasticity test was conducted by using scatterplot diagram. Figure 2 shows that the points spread randomly and are spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model in the research.

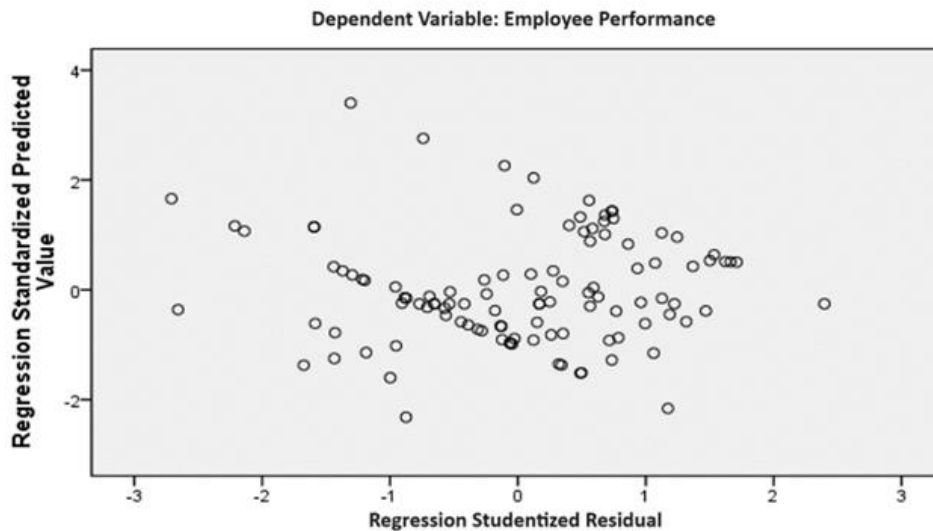


Figure 2. Scatterplot Diagram

Hypotheses Test

The hypotheses test was conducted by using Sig. value and t-statistics for partial regression and f-statistics for simultaneous regression.

According to Table 1, Hypotheses 1, 2, and 3 have shown Sig. value less than 0.05 and T-stat value greater than 1.98. It can be concluded that H₁, H₂, and H₃ are accepted. Partially, leadership, commitment, and adversity

quotient have impact on employee performance. Hypothesis 4 result has shown Sig. value 0.000 which is less than 0.05 and f-statistics 34.852 > 2.69, thus it can be concluded that leadership, commitment, and adversity quotient simultaneously have a positive and significant effect on employee performance.

Table 1. Matrix of Research Results

| No | Variable Description | Sig. | t-stat / f stat | Result |
|----|---|-------|-----------------|-------------------------|
| 1 | Leadership on EP (X1 → Y) | 0.000 | 4.070 | H ₁ accepted |
| 2 | Commitment on EP (X2 → Y) | 0.025 | 2.274 | H ₂ accepted |
| 3 | AQ on EP (X3 → Y) | 0.009 | 2.663 | H ₃ accepted |
| 4 | Leadership, Commitment, AQ on EP (X1, X2, X3 → Y) | 0.000 | 34.852 | H ₄ accepted |

Source: SPSS Data Management Results

Table 2 shows that the contribution of leadership (X1), commitment (X2), and adversity quotient (X3) on employee performance (Y) is 0.499. Which means that leadership, commitment, and adversity quotient on employee performance have an impact and influence of 49.9% and the remaining 50.1% are influenced by other factors.

Table 2. Coefficient of Determination

| Model | R-Squared | Adjusted R-Squared |
|--------------------|-----------|--------------------|
| SE, POS, OC on OCB | 0.499 | 0.485 |

Leadership has a positive and significant effect partially on employee performance. Leadership is the most important role in the organization or company because it affects the success of the organization or company in achieving its goals. The success of an organization as a whole or part of an organizational group is highly dependent on the quality of the leadership itself because a leader has the power to organize his employees to do something for the company's goals. This is how leaders are able to inspire, motivate and move members of their organization effectively and efficiently for company goals. In line with research conducted

by Iqbal, Anwar, and Haider (2015), participatory leadership styles have a greater positive effect on employee performance where employees (teachers) feel they have power and confidence in doing work and in making decisions. Autocratic style leaders only have the authority to make decisions where employees feel inferior in doing work and decision making. Luthans (2011) said that leadership style is the key to strategy formulation and implementation and even plays an important role in the creativity of work group members, team citizenship, emotions and performance. Leadership style on the ability of a leader can affect work and work productivity (Nuhu, 2010).

Commitment has a positive and significant effect partially on employee performance. Yousef in Chen, Silverthorne, and Hung (2016) finds that the level of organizational commitment positively affects job performance. Likewise, Bau and Robert, and Ward and Davis in Chen et al. (2016) find that organizational commitment and employee performance are positively correlated. Organizational commitment affects whether a person stays in his job or not. Organizational commitment is the strength of employee involvement (in this case teachers) in the organization. Employees (in this case teachers) who are part of the organization for a long period of time tend to be more committed to the organization than those who work for a shorter period of time (Hellriegel & Slocum, 2010).

Adversity quotient has a partially positive and significant effect on employee performance. Stoltz (2000) have demonstrated that a person with a higher Adversity Quotient enjoys a greater range of benefits including performance, productivity, creativity, health, persistence, endurance, and vitality than someone with a low AQ. Stoltz also points out that leaders at Mott's found that AQ predicts how people respond to change. Research conducted by Lazaro-Capones in D'Souza (2006) and studies conducted at Deloitte and Touche, Sun Microsystems, M.P. Resources in D'Souza (2006) shows that there is an influence

between AQ and performance. Research on middle-level managers in Manila City conducted by Lazaro-Capones shows that there is a strong correlation between AQ and performance (Lazaro-Capones, 2004).

Leadership, commitment, and job satisfaction are indicators of employee performance. If the three indicators show excellent quality, it can create better employee performance. The results showed that leadership, commitment, and adversity quotient had a positive and significant simultaneous effect on employee performance. Stoltz (2000) have demonstrated that a person with a higher adversity quotient enjoys a greater range of benefits including performance, productivity, creativity, health, persistence, endurance, and vitality than someone with a low AQ. Stoltz also points out that leaders at Mott's found that AQ predicts how people respond to change.

CONCLUSIONS

Employee performance is an important part of the company which plays a role in encouraging the achievement of company goals. There are various factors that can improve employee performance. Based on the research findings, leadership, commitment, and adversity quotient partially affect employee performance. The positive and significant influence partially each of leadership, commitment, and adversity quotient can improve employee performance at PT Mitra Integrasi Informatika. Meanwhile, in the simultaneous test of the leadership, commitment, and adversity quotient variables on employee performance, it shows that the leadership variable has the strongest influence among the other variables.

Companies must strengthen and improve the quality and function of leadership in the organization. Leaders must be able to show the direction where the company is going through a predetermined vision and mission, be able to formulate strategies and find new innovations to maintain the continuity of the company. Companies need to increase employee commitment by appreciating employee

personal values, increasing employees' sense of belonging and concern for organizational progress, instilling a sense of security in employees at work so that they feel that the company where they work is the best place to excel. Company leaders must be able to assess and measure how employees respond to problems.

The research is limited to the variables of leadership, commitment, adversity quotient and employee performance where the research is conducted using multiple regression analysis techniques. For future research it is expected to use other analytical techniques such as SEM-PLS to be able to analyze more fully, as well as develop the antecedent variables of job satisfaction variables, because in other research literature these variables are influenced by various factors, such as remuneration compensation and so forth.

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