The Influence of Employee Leadership and Competency through Organizational Commitments on Employee Performance, Youth and Sport Education, Buleleng District

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Abstract
Every organization certainly expects success. To achieve this success, organizations need quality human resources. Important factors that need to be considered in improving employee performance are leadership. Apart from good leadership, there are other factors that must be considered by agencies, namely organizational commitment. Organizational commitment is very important because it has a close relationship with employee performance. Many factors support the achievement of high performance, including the level of employee competence owned in an organization concerned. Organizations will be able to produce good performance if there is a custom where employees not only do their main tasks, but also want to do extra tasks such as willing to work together, please help, advise fellow employees, participate actively, provide extra services and are willing to use working time effectively and efficiently. Respondents of this research is all employee PNS / ASN at the Department of Education Youth and Sports Buleleng number of respondents. This study determines 64 respondents using a sampling technique called stratified random sampling or serine g also called total each sampling. This study uses Structural Equation Modeling (SEM) analysis with the help of the SMARTPLS 3 program. The results of this study show that: 1) Leadership positive and significant effect on organizational commitment, 2) Competence of employees affect positive and signifikant to commitment of the organization, 3) Leadership positive and significant effect on employee performance, 4) Competence of employees positive and significant effect on employee performance, 5) Organizational commitment has a positive and significant effect on employee performance.

Keywords: Leadership, Competency, organizational commitment and employee performance.

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In every organization, whether it is profit oriented or not, the human element as a capital factor is a resource that plays a very important role in achieving organizational goals efficiently and effectively. Thus the success or failure of an organization in achieving its goals is largely determined by human resources. Although other factors are also important such as capital and equipment, but in the end all of these human resources will also act as managers and implementers, so that what is the goal of the organization can be achieved properly. So the human element is the element that determines the success or failure of activities in the company organization because human resources are the leaders, managers and implementers. Without human resources as the driving force, the organization becomes a collection of useless resources.

Humans are an important element, because other elements possessed by an organization such as money, material machines, work methods, time and other wealth can only benefit the organization, if the people in the organization are maximally utilized (Hasibuan, 2017). Furthermore Ranupandojo and Husnan (2002) states that w though we now are in the technological age in which workers have been easy even have anyone replaced by machines but humans remain the most important element in determining the organization. Humans are a determining factor towards the achievement of effective organizational goals. Many factors influence employee performance, one of which is leadership. Leadership playing a dominant role, crucial and critical in the overall effort to improve the performance, both at the individual, group and organization. A successful leader is a leader who is able to manage or organize an organization effectively as well and in turn the organizational goals will be achieved (Sutrisno, 2011). Leadership has a positive and significant influence on employee performance. This result means that the better the leadership, the higher the employee’s performance (Rego et al. (2017). The same research results were also conducted by Muizu (2014) who found that leadership has a significant effect on employee performance. That is, the better the implementation of leadership, the better gets better the achievement of employee performance. Similarly with the research conducted by Ritonga (2015), Yuliawan and Supartha (2012) found the leadership of positive and significant effect on performance. Other actors were also affects the performance of employees is competence. research Pramularso (2018), Diah (2017) found that competence has influence positively and significantly to the performance of employees. However, these studies are not consistent with the results of research carried out by Dhermawan et al. (2012), who found the competence does not affect the performance of employees. In terms of performance, the the leader or manager of a company will ber efforts to grow or increase employee commitment to their organization. The opinion above is in line with the results of research conducted by Sapitri (2016), Nurandini and Lataruva (2014), Akbar et al. (2017) found that organizational commitment consisting of affective commitment, continuation commitment, and normative commitment has a positive and significant effect on employee performance. Affective commitment, continuity commitment and normative commitment together have an effect on employee performance. However, these results are different from the results of research conducted by Pane and Fatmawati (2017). found normative commitment. Research Setiadi et al. (2016), Yamli (2017) found that competence has a positive effect on organizational commitment, meaning that an increase in employee competence results in increased organizational commitment. However, the results of these studies are different from the results of research conducted by Yuliantini et al. (2017). The results of his research found that the competension Human Resources have a positive effect but not significant organizational commitment, no influence on employee performance. Organizational commitment is the desire of employees who always take sides and always defend themselves in the organization. This research was carried out at the Office of Youth and Sports Education, Buleleng Regency. The Office of Youth Education and Sportsof Buleleng Regency is the executive function that must coordinate so that governance runs well. The legal basis for estab
Based on the results of field observations found

2 | LITERATURE REVIEW

• Performance

Performance is an acronym for work energy kinetics, the equivalent in English is performance. Performance is the output produced by functions or indicators of a job or a profession within a certain time (Wirawan, 2012). Kinerja can be defined as work performance, execution of work or performance as a result of a process within a certain period (Mulyasa, 2010). This is in accordance with the opinion of John Whitmore in Simamora (2015) which states that "the performance of a dalah execution of the functions required of a person, or the performance is an act, an achievement, a public exhibition of skills". These definitions Sutrisno (2010) concluded that "employee performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization". In general, there are four aspects of performance, which if the individual manages to fulfill according to the targets or plans set by the organization, it is said that the individual has a good performance, namely: 1) The resulting quality, explains the number of errors, time, and accuracy in performing tasks. 2) The quantity produced, with respect to how many products or services can be produced. 3) Working time, explains the number of absences, tardiness, and years of work that the individual employee has served. 4) Cooperation, explaining how individuals help or hinder the efforts of their colleagues (Miner, 1990 in Sutrisno, 2012)

• Leadership

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In an organization, the leadership factor plays an important role because the leader will drive and direct the organization in achieving its goals and at the same time is a difficult task. Therefore, a leader must understand each different behavior of subordinates and have the ability to influence subordinates in such a way that they can provide service and participation to the organization effectively and efficiently.

According to George R. Terry (1960) in Sedarmayanti (2009): "Leadership is an activity of influencing people to drive willingly for mutual objectives (Leadership is all activities/activities to influence the will of others to achieve common goals)". Meanwhile Paslong (2008) argues that "Leadership is a (method or technique = style) used by leaders in influencing followers or subordinates in working together to achieve predetermined goals.”

• Competency

Competence is a combination of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards and which can be improved through training and development (Marwansyah, 2014). According to Irham (2014) competence is an ability possessed by an individual who has a selling value and it is applied from the results of creativity and innovation produced. Rivai and Ella (2010: 302) say that competence is defined as the ability of someone who can be observed which includes knowledge, skills and attitudes in completing a job or task in accordance with the specified performance. Meanwhile, Wibowo (2007) states that ability (competence) is defined as the ability to carry out or perform a job or task which is based on the skills and knowledge required by the job. Thus competence shows skills or knowledge characterized by professionalism in a particular field as the most important. Competence as a characteristic of a person is related to effective performance in a job or situation.

• Organizational commitment

Organizational commitment is defined as the desire of some workers to remain members of the organization (Colquitt, LePine and Wesson, 2011). K
commitment of the organization reflects the level of a state in which the individual identifies himself with the organization and bound to the purpose (Schermerhorn et al., 2011).

According to Newstrom (2011) organizational commitment is the level where workers identify with the organization and want to continue to actively participate in it. Gibson et al. (2012) provide an understanding of organizational commitment as feelings of identification, loyalty, and involvement expressed by workers towards organizations or units within the organization. So in conclusion, organizational commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals.

3 | CONCEPTUAL FRAMEWORK

FIGURE 1: Conceptual framework

The Influence of Leadership on Organizational Commitment

Good leadership will be able to foster commitment from employees to the organization where they work. Simatupang (2015) argues that there are several factors that can affect employee commitment to the organization. Yuliawan and Supartha (2012) found that leadership has a positive influence on organizational commitment. This means that the better the leadership model, the higher the employee’s performance. Likewise, the results of research conducted by Darmawan and Putri (2017) found that leadership style has a positive and significant effect on organizational commitment.

H1: Leadership has a positive and significant effect on the organizational commitment of the Buleleng District Youth and Sports Education Office

Effect of Competence Against Organizational Commitment

Organizational commitment is the desire of employees who always take sides and always defend themselves in the organization. Employee competencies such as tenure and education level have a positive and significant impact on employee commitment to the organization (Simatupang, 2015). Competence has a real influence in improving employee performance. Setiadi et al. (2016) in their research found that competence has a positive and significant effect on organizational commitment. The same result was also found by Yamli (2017) who found competence had a positive and significant effect on organizational commitment, meaning that an increase in employee competence resulted in increased organizational commitment.

H2: Competence has a positive and significant effect on the organizational commitment of the Buleleng Youth and Sports Education Office

Influence Leadership Against Employee Performance

Leadership as a very important role in improving employee performance. Simamora (2015) states that HR performance is influenced by organizational factors consisting of resources, leadership, rewards, structure and job design. Rego et al. (2017), found that leadership has a positive and significant effect on employee performance. The same research results were also conducted by Muizu (2014) who found leadership had a positive and significant effect on employee performance. This means that the better the application of leadership, the more optimal the achievement of employee performance will be. Kepemimpinan playing a dominant role, crucial and critical in the overall effort to improve the performance, both at the individual, group and organization. A successful leader is a leader who is able to manage or organize an organization effectively.
as well and in turn the organizational goals will be achieved (Sutrisno, 2011). Thus a leader must have the ability to manage, direct, influence, rule and the competence of his subordinates to suit the goals desired by the company. It is hoped that an increase in the enthusiasm and morale of these employees will achieve high work performance, so that the company’s goals will be achieved with satisfactory results.

H3: Leadership has a positive and significant effect on the performance of the Buleleng District Youth and Sports Education Office employees

Effect of Competence Against Employee Performance

Simamora (2015) states that HR performance is influenced by individual factors consisting of abilities and expertise, background and demographics. This is in accordance with the results of research conducted by Pramularso (2018) which found that competence has a positive and significant effect on employee performance. Competence is a basic characteristic of a person that enables them to perform superiorly in their work. Competence is needed by the organization to support the successful implementation of work, and some organizations set the competency standards needed for their employees. Competence has a very strong relationship with employee performance. This means that the higher the competence, the higher the employee’s performance (Rande, 2016).

H4: Competence has a positive and significant effect on the performance of the Buleleng District Youth and Sports Education Office employees

Influence of Organizational Commitment Against Employee Performance

High employee commitment to the organization will have an impact on improving employee performance. Simamora (2015) states that HR performance is influenced by psychological factors which consist of perceptions of attitude, personality, commitment, and motivation. Research conducted by Sapitri (2016) found that organizational commitment consisting of affective commitment, continuation commitment, and normative commitment has a positive and significant effect on employee performance. The results of research conducted by Sapitri are in line with the results of research conducted by Nurandini and Lataruva (2014). The results of his research found that 1) affective commitment has a positive and significant effect on employee performance. 2) Normative commitment has a positive and significant effect on employee performance. High normative commitment will provide high performance. 3) Commitment continuance has a positive and significant influence on employee performance. A high continuance commitment will provide high performance.

H5: Organizational commitment has a positive and significant effect on the performance of the Buleleng District Youth and Sports Education Office employees

4 | RESEARCH METHODS

The design of the study is the flow of activities of research to provide a solution by using the approach kuantitatif (Tanzeh, 2011). Based on the hypothesis, there exist four variables specified in the research is that performance, leadership, competence and organizational commitment variables that became the basis of the preparation of the instrument research. After the sample set, followed by collecting data through the methods of questionnaires by using instruments that have been developed. Data obtained before analyzed tested the validity and reliability of the research by using the technique analysis factor confirmatory to confirm the accuracy of the instrument, then in interpreting and continued with conclude and give advice. In this study, using 64 respondents from the Buleleng District Youth and Sports Office staff.

5 | ANALYSIS AND DISCUSSION

Testing the hypothesis can be divided into Pengujian influence directly and testing the effect of no direct or testing variable mediation. Based on data processing it is found that the results of hypothesis testing are presented in Table 1 as follows:
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| No. | Relationship between variables | Path Coefficient | T Statistics | Ket moans |
|-----|--------------------------------|------------------|-------------|-----------|
| 1   | Leadership (X1) -> Organizational commitment (Y1) | 0.542 | 4.125 | H1 accepted |
| 2   | Competence (X2) -> Organizational commitment (Y1) | 0.404 | 3.134 | H2 is accepted |
| 3   | Leadership (X1) -> Employee performance (Y2) | 0.406 | 2.469 | H3 accepted |
| 4   | Competence (X2) -> Employee performance (Y2) | 0.333 | 2.487 | H4 accepted |
| 5   | Organizational commitment (Y1) -> Employee Performance (Y2) | 0.241 | 2.115 | H5 is accepted |

Source: The results of the analysis in the study

1. Leadership (X1) proved to influence positively and significantly on Organizational Commitment (Y1). This result is indicated by a positive path coefficient of 0.542 with T-statistic = 4.125 (T-statistic > 1.96), so that hypothesis 1 (H1): Leadership has a positive effect on Organizational Commitment can be proven. The results of the analysis provide meaning that the better the leadership that is applied in the Department of Education, Youth and olahraga Buleleng, the higher the employee commitment to the organization. Hypotesis 1 received.

2. Competence (X2) is proven to have a positive and significant effect on Organizational Commitment (Y1). This result is indicated by a positive path coefficient of 0.404 with T-statistic = 3.134 (T-statistic > 1.96), so that hypothesis 2 (H2): Competence has a positive effect on organizational commitment can be proven. The results of the analysis provide meaning that the higher the competence of staff at the Department of Education, Youth and olahraga Buleleng, the higher the employee commitment to the organization. Hipotesis 2 on receipt

3. Leadership (X1) has a positive and significant effect on employee performance (Y2). These results indicated by coefficient lines are worth positive by 0.406 with T-statistic = 2.469 (T-statistic > 1.96), so the hypothesis 3 (H3): Leadership berpengaruh positively to the performance pegawaia. The results of the analysis provide meaning that more and better leadership at the Department of Education, Youth and olahraga Buleleng, the higher the performance of employees. Hipotesis 3 on receipt.

4. Competence (X2) is proven to have a positive and significant effect on Employee Performance (Y2). These results indicated by coefficient lines are worth positive by 0.333 with T-statistic = 2.487 (T-statistic > 1.96), so the hypothesis 4 (H4): Competence impact positively on employee performance dapatdibuktikan. The results of the analysis provide meaning that more and better leadership at the Department of Education, Youth and olahraga Buleleng, the higher the performance of employees. Hipotesis 4 received.

5. Organizational Commitment (Y1) is proven to have a positive and significant effect on Employee Performance (Y2). These results indicated by coefficient lines are worth positive by 0.241 with T-statistic = 2.115 (T-statistic > 1.96), so that Hypothesis 5 (H5): Organizational Commitment impact positively on employee performance can be proved. The results of the analysis provide meaning that the higher the commitment of staff at the Department of Education, Youth and olahraga Buleleng, the higher the performance of employees Hipotesis 5 accepted.

Based on the results of tests performed by using the application SmartPLS 3.0 dapatdisajikan image research model in accordance with the PLS analysis bootstrapping as follows: Figure 2

**Examination of Mediation Variables**

To facilitate the testing of variable mediation and know the effect is not directly in the research, here performed the analysis on a test model of mediation presented on Table 2 as follows:

the mediating role of the organizational commitment variable (Y1) between leadership (X1) on employee performance (Y2) and the mediating role of the organizational commitment variable (Y1) be-
between competence \((X_2)\) on employee performance \((Y_2)\). Test results influence not langsung in research is to be delivered that Organizational Commitment \((Y_1)\) proved capable of mediating the effect is not immediate Leadership \((X_1)\) and competence \((X_2)\) on employee performance \((Y_2)\). These results are shown from the testing mediation conducted on the effect of A, C and D have a value significantly, se another , the coefficient track the effect is ot directly obtained worth significantly by 0. 542 . Based on these results it can be stated that good leadership will create commitment and ultimately have an impact on employee performance.

Other information that can be conveyed, the mediating effect of the organizational commitment variable \((Y_1)\) on the indirect effect of competence \((X_2)\) on employee performance \((Y_2)\) is partial. Findings ni give guidance, mediation Organizational commitment \((Y_1)\) is not the only forces that are impacting employee performance \((Y_2)\) . This is because, Leadership \((X_1)\) does not have the effect of a direct and significant to the performance \((Y_2)\).

The information obtained from Table 3 above provides the findings that the indirect influence of leadership on employee performance through organizational commitment has the highest total influ-

### TABLE 2: Recapitulation of Test Results on Mediation Variables

| No. | Mediation of Organizational | Effect Coefficients |
|-----|------------------------------|---------------------|
|     | \(\text{Leadership (X}_1\) \rightarrow \text{Employee Kinerja (Y}_2\)\) | 0.333 | 0.540 (Sig.) | 0.542 (Sig.) | 0.241 (Sig.) | Partial |
| 2   | \(\text{Competence (X}_2\) \rightarrow \text{Employee Performance (Y}_2\)\) | 0.333 | 0.427 (Sig.) | 0.404 (Sig.) | 0.241 (Sig.) | Partial |

Source: The results of the analysis in the study.
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TABLE 3: Recapitulation of Direct, Indirect and Total Effects

| No. | Variable                                           | Effect is immediate | Indirect effect | Total Effect |
|-----|---------------------------------------------------|---------------------|-----------------|--------------|
| 1   | Co leadership (X1) -> Organizational Commitment (Y1) | 0.542               | -               | 0.542        |
| 2   | Competence (X2) -> Organizational commitment (Y1) | 0.404               | -               | 0.404        |
| 3   | Co leadership (X1) -> Performance Officer (Y2)   | 0.406               | (0.542 * 0.241) | 0.537        |
|     | Co-leadership (X 1) -> Employee organizational commitment (Y1) -> Employee performance (Y2) | 0.406               | 0.241           | 0.131        |
| 4   | Competence (X2) -> Employee Performance (Y2)      | 0.333               | (0.404 * 0.241) | 0.430        |
|     | Competence (X 2) -> Employee organizational commitment (Y1) -> Employee performance (Y2) | 0.333               | 0.241           | 0.097        |
| 5   | Organizational commitment (Y1) -> employee performance (Y2) | 0.241               | -               | 0.241        |

Source: The results of the analysis in the study

ence, Employee Performance at the Buleleng District Youth and Sports Education Office will be higher if leadership is accompanied by high organizational commitment.

According to the results of the analysis of each of the effects, it can be prepared the path diagram case eluruhan of hasil analisis on grain Figure 3 below is:

6 | DISCUSSION

Based on the results of PLS analysis, then the part of this will be discussed the results of the calculations have been done. The study is aimed to determine the effect of Leadership and Competence towards the commitment and performance of employees at the Department of Education Youth and Sports Buleleng Testing indicated by the hypothesis that there is thus able to know how the effect of each variable on other variables.

Research Variable Profile

This study was conducted to explore the variables under study based on the value of the factor weight (factor loading) and the mean (mean). The profile presentation of leadership variables (X1), competence (X2), organizational commitment (Y1), and employee performance (Y2) can be described as follows:

1. Leadership Profile (X1)

Leadership (X1) is the whole activity / activity to influence the willingness of others to achieve common goals. The leadership profile under study can be presented in the following Table 4.

The above results indicate that the leader indicator always provides a good example to subordinates is the highest indicator of forming leadership variables. While the perception of the different respondents is seen from the average score of the variable, the indicator that the leader always discusses problems and pays attention to suggestions and suggestions of subordinates.

2. Competency Profile (X2)

Competence (X2) is an ability possessed by employees who have a selling value and it is applied from the results of creativity and innovation produced. The competency profile under study can be presented in the Table 5.

The results above indicate that the highest indicator of competency variable is the employee’s ability to work creativity. Meanwhile, the perception of the different respondents is seen from the mean score of the competency variable, the indicator of knowing how to use the right and correct information, tools and techniques.

3. Organizational Commitment Profile (Y1)
TABLE 4: Weighted Factors and Mean of Leadership Variables (X1)

| Indicator                                                        | Outer Loading | Average |
|------------------------------------------------------------------|---------------|---------|
| Be assertive in making decisions (X1.1)                         | 0.886         | 4.11    |
| Provide guidance and direction to subordinates (X1.2)           | 0.857         | 4.03    |
| Give a good example to subordinates (X1.3)                      | 0.934         | 4.08    |
| Discuss problems and pay attention to suggestions and suggestions (X1.4) | 0.824         | 4.13    |
| Fostering good communication with subordinates (X1.5)            | 0.913         | 4.05    |
| Providing opportunities for subordinates to develop careers (X1.6) | 0.755         | 4.00    |

Organizational commitment (Y1) is the level of the situation where the Buleleng Regency Education, Youth and Sports Office employees identify themselves with the organization and are bound to goals. The organizational commitment profile under study can be presented in the following Table 6.

The results above indicate that the indicator of a strong desire to work in the organization is the highest forming indicator of organizational commitment variables. While the perceptions of these different respondents were seen from the average score of the organizational commitment variable, the indicator of feeling part of the organization had the highest average score.

4. Employee Performance Profile (Y2)

Employee performance (Y2) is the results achieved by Buleleng District Youth and Sports Education Office employees. The employee performance profile under study can be presented in the following Table 7.
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**TABLE 5: Weighted Factors and Mean of Competency Variables (X2)**

| Indicator                                                                 | Outer Loading | Average |
|---------------------------------------------------------------------------|---------------|---------|
| Knowing and understanding knowledge in their respective fields concerning duties and responsibilities at work (X2.1) | 0.843         | 4.03    |
| Knowing knowledge related to regulations, procedures, new techniques in the company (X2.2) | 0.857         | 3.92    |
| Know how to use appropriate and correct information, tools and techniques (X2.3) | 0.884         | 4.05    |
| Ability to communicate well in writing (X2.4)                             | 0.802         | 4.02    |
| Ability to communicate clearly verbally (X2.5)                            | 0.827         | 3.98    |
| Have the ability to be creative at work (X2.6)                           | 0.892         | 3.89    |
| The existence of high morale (X2.7)                                       | 0.887         | 3.92    |
| Having skills in planning or organizing (X2.8)                            | 0.889         | 3.94    |

**TABLE 6: Weighted Factor and Mean Variable Organizational Commitment (Y1)**

| Indicator                                                             | Outer Loading | Average |
|-----------------------------------------------------------------------|---------------|---------|
| Strong desire to work in the organization (Y1.1)                     | 0.950         | 3.94    |
| Pride in the organization (Y1.2)                                      | 0.902         | 4.03    |
| There is no desire to change jobs (Y1.3)                             | 0.888         | 3.92    |
| Feelings of belonging to the organization (Y1.4)                     | 0.908         | 4.05    |
| Strong belief in organizational values (Y1.5)                         | 0.881         | 4.02    |

**TABLE 7: Weight of Factors and Average of Employee Performance Variables (Y2)**

| Indicator                                                                 | Outer Loading | Average |
|---------------------------------------------------------------------------|---------------|---------|
| Punctuality in completing work (Y2.1)                                    | 0.889         | 4.00    |
| Achievement of predetermined targets (Y2.2)                              | 0.928         | 4.02    |
| Carefulness and neatness in completing tasks (Y2.3)                      | 0.939         | 4.05    |
| Ability to complete urgent tasks (Y2.4)                                  | 0.897         | 3.95    |
| Quality of work (Y2.5)                                                   | 0.811         | 3.98    |
| Resource effectiveness (Y2.6)                                            | 0.900         | 3.92    |

The results above indicate that the indicators of accuracy and neatness in completing tasks are the highest indicators of forming employee performance variables. Same results with respondents yang seen from the average score of the variable employee performance, indicators of accuracy and neatness in completing the task memiliki highest averages.

1. The influence of leadership on organizational commitment

The results of hypothesis testing indicate that leadership has a positive and significant effect on organizational commitment. This result means that the better the leadership at the Buleleng District Education, Youth and Sports Office, the higher the employee’s
commitment to the organization. The results of this study are in line with the opinion of Simatupang (2015) who argues that there are several factors that can affect employee commitment to the organization. The results support the idea Yuliawan and Supartha (2012), Darmawan and Daughter (2017) research found that leadership has a positive influence andiggfikinan on organizational commitment. This means that the better the leadership model, the higher the employee’s performance.

2. The influence of competence on organizational commitment

The results of hypothesis testing show that competence has a positive and significant effect on organizational commitment. This result means that the better the competence of the employees of the Buleleng Education, Youth and Sports Office, the higher the employee’s commitment to the organization. The results of this study are in line with the opinion of Simatupang (2015), which states that organizational commitment is the desire of employees who always take sides and always defend themselves in the organization. The results of this study support that conducted by Setiadi et al. (2016) and Yamli (2017) who found competencies have a positive and significant effect on organizational commitment, meaning that an increase in employee competence results in increased organizational commitment.

3. The influence of leadership on employee performance

The results of hypothesis testing show that leadership has a positive and significant effect on employee performance. This result means that the better the leadership model applied to the leadership of the Education, Youth and Sports Office of Buleleng Regency, the higher the employee’s performance. The results of this study are in line with the results of the opinion of Simamora (2015) which states that HR performance is influenced by organizational factors consisting of resources, leadership, rewards, structure and job design. This study supports that conducted by Rego et al. (2017) and Muizu (2014) found that leadership has a positive and significant effect on employee performance. This result means that the better the leadership, the higher the employee’s performance. A successful leader is a leader who is able to manage or organize an organization effectively as well and in turn the organizational goals will be achieved (Sutrisno, 2011).

4. The influence of competence on employee performance

The results of hypothesis testing show that competence has a positive and significant effect on employee performance. This result means that the better the competence of the Buleleng District Education, Youth and Sports Office employees, the higher the employee’s performance. The results of this study are in line with the opinion of Simamora (2015) which states that HR performance is influenced by individual factors consisting of abilities and expertise, background and demographics. This is in accordance with the results of research conducted by Pramularso (2018) and Rande (2016) which found influential competences positive and significant towards employee performance.

5. The effect of organizational commitment on employee performance

The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on employee performance. This result means that the higher the employee’s commitment to the organization, the higher the performance of the Buleleng District Education, Youth and Sports Office employees. The results of this study are in line with the opinion of Simamora (2015) which states that HR performance is influenced by psychological factors consisting of perceptions of attitude, personality, commitment, and motivation. The results of this study support those of Sapitri (2016) and Nurandini and Lataruva (2014). found that organizational commitment consisting of affective commitment, continuation commitment, and normative commitment has a positive and significant effect on employee performance. The results of his research found that 1) affective commitment has a positive and significant effect on employee performance. 2) Normative commitment has a positive and significant effect on employee performance. High normative commitment will provide high performance. 3) Commitment continuance has a positive and significant influence on employee performance. A high continuance commitment will provide high performance.
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performance.

Novelty of Research Results (Novelty)
The novelty of the results of this study is the role of organizational commitment in mediating the influence of leadership and competence on employee performance. Another novelty is the data analysis technique in this study using Structural Equation Modeling (SEM) with the Smart PLS 3.0 program. Other studies have studied the variables of leadership, competence, organizational commitment and employee performance, but no one has examined the role of organizational commitment in mediating the influence of leadership and competence on employee performance.

Research Implications:
Theoretical implications The results of this study can contribute to the development of science, especially for further researchers, that organizational commitment can be a connecting variable of leadership and competency variables on employee performance. Practical implications Policy implications that can be linked to the findings generated in this study so as to provide practical contributions to organizations, both government agencies and private agencies, to improve employee performance through good relationships or relationships with employees.

7 | CONCLUSIONS
Based on the discussion of the research results, it can be concluded that the influence of leadership and competence on employee performance through organizational commitment is as follows: Leadership has a positive and significant impact on organizational commitment. Competence has a positive and significant effect on organizational commitment. Leadership has a positive and significant influence on employee performance. Competence has a positive and significant effect on employee performance. Employee performance has a positive and significant effect on employee performance. Organizational commitment has a partial medical effect on the influence of leadership on employee performance. Organizational commitment has a partial medical effect on the influence of competence on employee performance.

8 | RESEARCH LIMITATIONS
The limitations that can be conveyed from this research are based on the connection with this research is that the instrument uses a 5-point Likert scale and does not use an open type questionnaire. In addition, this research is based on a relatively short time to conduct the study (cross-sectional). Research with limited time will have an impact on the generalizability of research results.

9 | SUGGESTION
In optimizing the achievement of Commitment and Employee Performance at the Office of Youth and Sports Education in Buleleng Regency, it can pay attention to the factors that affect employee commitment and performance, including implementing good leadership and fostering employee competence. The key word for a good leadership model is a democratic leadership model, as well as knowing the social development of employees. To increase employee competency, the organization can do this by cultivating the talents of each employee through training. In addition to applying a good leadership model and fostering employee competence in order to increase employee commitment and performance, it is also necessary to pay attention to other factors. These factors such as building a conducive work climate, and trying to provide comfort and safety for employees.

For future researchers, it can be used as material for experience and knowledge, without forgetting the elements of values in research in the field of HRM, especially research on leadership, competence, organizational commitment and employee performance. can be done again with different research objects as well as with statement items on the questionnaire that are different from other researchers’ questionnaire statements. as a reference material in conducting research related to leadership, competence, organizational commitment and employee performance.
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