

# The Influence of Leadership Style and Motivation on Commitment and Performance of Farmer Group Members at the Masagena Farmers Cooperative, Pongo Village, Masamba District

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## Abstract

This study aims to analyze the influence of leadership style and motivation on the commitment and performance of members through commitment as an intervening variable at the Masagena Farmers Cooperative, Pongo Village, Masamba District. This research is quantitative descriptive. The population of this study were all members of the Masagena Farmer's Cooperative, Pongo Village, Masamba Subdistrict as many as 199 people with sampling using a simple random method and the Slovin formula. Data collection techniques used by distributing questionnaires. The data analysis technique used is path analysis. The results of this study indicate that: (1) Leadership style has a positive but not significant effect on member commitment. (2) Motivation has a positive and significant effect on member commitment. (3) Leadership style has a positive but not significant effect on member performance. (4) Motivation has a positive and significant effect on the performance of members. (5) Commitment has a positive but not significant effect on member performance. (6) Leadership style through commitment as an intervening variable has a positive but not significant effect on member performance. (7) Motivation through commitment as an intervening variable has a positive but not significant effect on member performance.

**Keywords:** Leadership Style, Motivation, Commitment and Performance

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## INTRODUCTION

The role of a leader is very important for the progress of the organization, because on the one hand it is impossible for a company to operate its activities without a leader. In order to achieve a company goal, a good leader will always encourage his members to achieve the best results through performance and cooperation a relationship between leaders and members. The role of a leader in the Masagena farmer's cooperative is certainly very important, because of the many farmer groups in Pongo Village, each hamlet will have different opinions, needs or desires. So that the one who can unite these differences is a leader. A leader usually has a certain style and different behavior in leading his employees. This behavior is briefly called a leadership style.

Leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of members of their subordinate organizations (Tampi, 2014). Therefore, a leader must apply a leadership style to manage their human resources so that each member is able to remain committed to the organization so as to improve employee performance. In an organization, leadership style greatly influences member commitment.

In addition to leadership style, motivation is also one of the factors that can affect organizational commitment. Motivation encourages someone to behave or act in a certain way. Motivation is also used as a person's efforts to achieve goals. Of course, members who have a motivation to work will be moved to take various actions and efforts to improve their performance at work so that they can realize organizational goals as well as their individual

goals.

According to Ma'rufi & Anam (2019) the factors that influence organizational commitment are personal characteristics, job characteristics, organizational structure, work experience and organizational support so that the organization becomes strong and keeps running. Support in the organization can take the form of a motivation. Each member certainly has a different motivation because motivation is a psychological condition that can influence other people to realize a behavior in order to achieve a goal. So, when someone is motivated at work, they will be moved to take actions and efforts to increase their commitment to the organization.

The commitment of members to an organization can be seen from the development of case studies regarding work loyalty that is expected to exist in each of its members. The form of commitment that is expected to appear in employees is affective commitment, namely commitment related to emotional aspects, identification and involvement of employees in an organization (Suseno, 2012). Commitment can be seen in the form of separate attitudes, but still interrelated, namely identification with the organization's mission, psychological involvement with organizational goals, and loyalty and attachment to the organization. Members who are committed to an organization will try to do their job well, are ready to follow the rules and be diligent in every process of organizational activities. Because to produce good performance, it is necessary to pay attention to the organizational commitment of its members in order to maintain loyalty to the company. The performance of each member is an important thing to consider in an organization, because it can affect the achievement of each member and the success of the organization.

The Masagena Farmers Cooperative is one of the farmer groups located in North Luwu which was formed on January 05, 2007 and legalized on July 31, 2007 and has legal status on October 08. This cooperative is directly supervised by the Koperindag office and has several other networks, namely Rikolto, CPS, Swisscontact and the Luwu Raya Cocoa Forum (FoMaKaRa) and has donors or buyers based in Belgium. The Masagena Farmers Cooperative is an organization that involves local communities, namely farmers, to become members. Each member is assisted through outreach activities, research, workshops, and various types of training, and farmers are also used as business partners. Farmers who have joined the Masagena Farmers Cooperative will receive assistance in the form of vegetable seeds, corn, subsidized fertilizer, and cocoa entries. In addition to this assistance, earnest farmers will be assisted in starting a business with profits for the farmers themselves. This is done by cooperatives in order to improve the standard of living of the community, namely its members. This cooperative covers 7 sub-districts consisting of 90 groups.

The Masagena Farmers Cooperative in Pongo Village, Masamba Subdistrict has 10 farmer groups which are the objects of research. Success for farmer groups is certainly seen from the performance of their members. If the performance carried out by members is good, it will give a good image to the cooperative. So it is very important for leaders to improve their leadership style in order to influence their members so that they can be motivated to commit to the organization, because members who have high organizational commitment will improve their performance. As for the phenomenon found in the field, it is known that the leadership style applied to the Masagena Farmers Cooperative is a democratic leadership style. Some group members consider that their organization's leaders respect every decision, suggestion or input from its members.

In addition, researchers also found a survey that some members of the Masagena Farmers Cooperative still lacked motivation to be active in activities organized by the cooperative, so they were still less committed to the process of organizational activities such as awareness of members in attending meetings or counseling held by farmer groups, even some members Farmers only register themselves as members because it is for their personal interests in order to obtain assistance from the cooperative. This can be seen from the number

of members, namely 199 people but only 59 people who are ready to take part in the work program held by the Masagena Farmers Cooperative. This phenomenon shows that some group members experience poor performance due to not carrying out the process in accordance with the provisions of the organization.

## **LITERATURE REVIEW**

### **A. Leadership Style**

According to Chaniago (2017) Leadership style basically implies as a manifestation of the behavior of a leader, which concerns his ability to lead. The embodiment usually forms a certain pattern or shape. According to Adamy (2016) leadership style is concerned with the ways a manager uses to influence his subordinates. Leadership style is a behavioral norm used by a manager when he influences the behavior of his subordinates.

From the various understandings above, it can be concluded that leadership style is the style or attitude of a leader who when making decisions involves his subordinates and always emphasizes good cooperation with its members.

### **B. Motivation**

Motivation is an effort made to influence a person's behavior to lead to organizational achievement. According to Gardjito et al., (2014) motivation can be said as a form of encouragement, the encouragement aims to provide enthusiasm that can improve a person's performance, so that in the future they can have a high level of performance and can bring the company or organization to a good goal.

Motivation is essentially the generation or appearance of a motive, it can also be said that an activity makes the motive to be realized in the form of behavior. The person or stimulus that causes the motivation of others to do something is called a "motivator" (Pangewa & Yamin, 2020).

### **C. Commitment**

Commitment is an attitude and behavior needed in carrying out work. According to Wahyudi & Greetings (2020) organization is a forum for seeking wealth for the owner, so the commitment in question is an attitude and work behavior that is in accordance with the provisions set by the organization.

Work commitment refers to an attitude and behavior needed in carrying out work. Such as an optimistic attitude, enthusiasm and cheerfulness, focus, obeying the rules, and so on. This attitude is very helpful for the leadership in running the organization effectively, thus various short-term targets can be achieved properly. However, the important thing that also needs to be done by the leadership and ranks of the organization is that this commitment is very sensitive.

According to Cut Zurnali (2010) (in Yusuf & Sharif, 2017:31) defines each dimension of organizational commitment as follows: (1) Affective commitment; (2) Continuance commitment; (3) Normative commitment.

### **D. Performance**

Performance is the result of work, work performance and how the work process takes place. (Moehariono, 2012:95) said that performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization.

(Wibowo, 2016) said that performance comes from the word performance. There are also those who provide an understanding of performance as the result of work or work performance. However, actually performance has a broader meaning, not only the results of

work, but including how the work process takes place.

### Conceptual Model

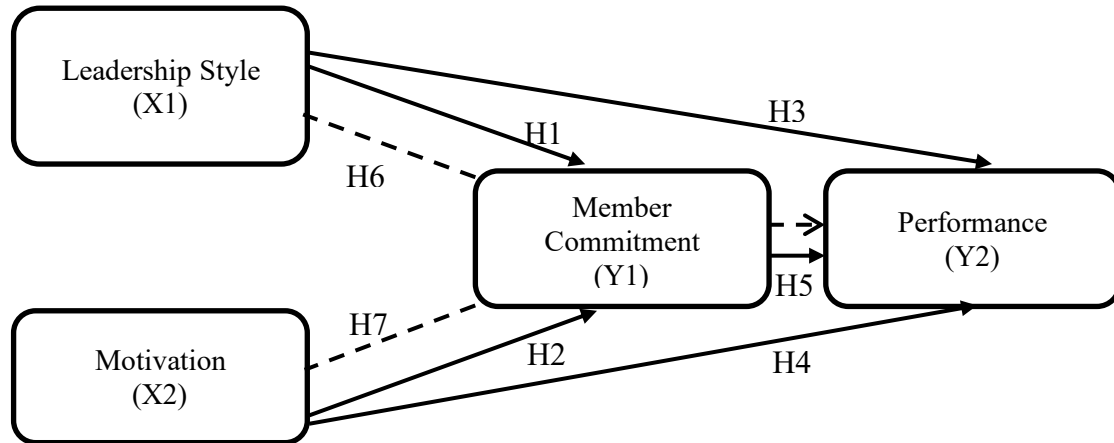


Image 1: Conceptual Model

### Hypothesis

- H1: Leadership style has a positive and significant direct effect on member commitment.
- H2: Motivation has a positive and significant direct effect on member commitment.
- H3: Leadership style has a direct positive and significant effect on member performance.
- H4: Motivation has a direct positive and significant effect on the performance of members.
- H5: Member commitment has a direct positive and significant effect on member performance.
- H6: Leadership style has a positive and significant indirect effect on the performance of members with commitment as an intervening variable.
- H7: Motivation has a positive and significant indirect effect on the performance of members with commitment as an intervening variable.

### RESEARCH METHOD

This research was conducted at the Masagena Farmers' Cooperative, Pongo Village, located in Pongo Village, Masamba District, North Luwu Regency, South Sulawesi. The research time is planned for approximately three months.

The population in this study were all members of the Farmers' Cooperative Pongo Village, as many as 199. The sampling in this study used a simple random sampling method and used the slovin formula so that it became 67 samples.

Data collection technique is a method used to obtain data on the problem to be studied. In conducting this research, the techniques or procedures used in collecting data are: (1) Library Research, namely research carried out by collecting data, information by studying references, books, and scientific works that are related to the problem. in this research. (2) Field Research, namely research conducted by collecting data through questionnaire techniques.

The data analysis method used in this study is a quantitative data analysis method, the existing data are in the form of numbers that are used to see the influence of leadership style and motivation on performance with member commitment as an intervening variable in the Masagena farmer cooperative, Pongo village, Masamba sub-district using the method path analysis.

Path analysis is an analysis carried out using correlation and regression so that it can be known to arrive at the last dependent variable, must go through the direct path, or through the intervening variable.(Sugiyono, 2018:46). The regression equation is as follows:

$$Y1 = PY1X1 + PY1X2 + e1$$

$$Y2 = PY2X1 + PY2X2 + PY2Y1 + e2$$

Where:

P = Large Influence between variable X and variable Y

Y1 = Commitment

Y2 = Performance

X1 = Leadership Style

X2 = Motivation

e = Error

Basuki & Prawoto (2016) said that the coefficient of determination (R<sup>2</sup>) is a coefficient that explains the relationship between the dependent variable (Y) and the independent variable (X) in a model. To determine the size of the independent variable in knowing the related variables, it can be known through the value of the coefficient of determination shown by the value of R Square (R<sup>2</sup>).

Sobel Test

Sobel Test (Sobel Test) is used to determine the significance of the indirect effect of the independent variable on the dependent variable through the intervening variable. With this test, it can be seen whether the intervening variable can mediate the effect of the independent variable X on the Y variable. This test is carried out online at the Calculation For The Sobel Test website (<http://www.quatpsy.org/sobel/sobel.htm>).

The Aroian version of the Sobel test equation popularized and recommended by Baron and Kenny (1986), is as follows:

$$z\text{-value} = \frac{ab}{\sqrt{(b^2 S^2 + a^2 [(S_b)]^2 + [(S_a)]^2 [(S_b)]^2 )}}$$

Where:

a = coefficient (unstandardized) direct effect of independent variable (X) on intervening variable (Y1)

b = coefficient (unstandardized) direct effect intervening (Y1) on the dependent variable (Y2)

Sa = standard error of coefficient a

Sb = standard error of coefficient b

## RESEARCH RESULT

### Characteristics of Respondents

**Table 1. Characteristics of Respondents**

Gender	Amount	Percentage
Man	38	56.72%
Woman	29	43.28 %
Total	67	100%
Age	Amount	Percentage
21-30 Years	9	13.43%
31-40 Years	22	32.84%
41-50 Years	15	22.39%
51-60 Years	17	25.37%
> 60 Years	4	5.97%
Total	67	100%
Land area	Amount	Percentage
0.1 - 1 Ha	28	41.79%
1.01 - 2 Ha	30	44.78%

2.01 - 3 Ha	7	10.45%
> 3 Ha	2	2.99 %
Total	67	100%

Source: primary data (2022)

### Validity Test and Reliability Test

**Table-2 Validity Test Results**

Variable		Value r-count	R-table value (0.05)	Information
Leadership Style (X1)	X1.1	0.901	0.2369	VALID
	X1.2	0.927	0.2369	VALID
	X1.3	0.960	0.2369	VALID
	X1.4	0.854	0.2369	VALID
Motivation (X2)	X2.1	0.657	0.2369	VALID
	X2.2	0.432	0.2369	VALID
	X2.3	0.442	0.2369	VALID
	X2.4	0.697	0.2369	VALID
	X2.5	0.462	0.2369	VALID
	X2.6	0.610	0.2369	VALID
	X2.7	0.458	0.2369	VALID
	X2.8	0.617	0.2369	VALID
	X2.9	0.702	0.2369	VALID
Committee (Y1)	Y1.1	0.628	0.2369	VALID
	Y1.2	0.590	0.2369	VALID
	Y1.3	0.529	0.2369	VALID
	Y1.4	0.419	0.2369	VALID
	Y1.5	0.660	0.2369	VALID
	Y1.6	0.485	0.2369	VALID
	Y1.7	0.555	0.2369	VALID
Performance (X2)	Y2.1	0.714	0.2369	VALID
	Y2.2	0.778	0.2369	VALID
	Y2.3	0.767	0.2369	VALID
	Y2.4	0.791	0.2369	VALID
	Y2.5	0.678	0.2369	VALID
	Y2.6	0.781	0.2369	VALID

Source: primary data (2022)

Based on table-2, it explains that  $r\text{-count} > r\text{-table}$  with these results it can be interpreted that the statement items on the variables of leadership style, motivation, commitment and performance are valid or valid or appropriate to use.

**Table-3 Reliability Test Results**

Variable	Cronbach's Alpha	Information
Leadership Style (X1)	0.932	Reliable
Motivation(X2)	0.728	Reliable
Commitment (Y1)	0.639	Reliable
Performance (Y1)	0.838	Reliable

Source: primary data (2022)

From the test results in table-3, it can be seen that the Cronbach Alpha value  $> 0.60$  means that the variables of leadership style, motivation, commitment and stable and consistent performance can be used.

### Path Analysis

Based on the summary and coefficients of paths 1 and 2, it is known the magnitude of the direct effect, the indirect effect.

**Table-4 Path Coefficient Model 1**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,128	4.149		3.405	.001
	Leadership Style	.218	.154	.172	1.415	.162
	Motivation	.291	.105	.336	2,767	.007

a. Dependent Variable: Commitment

Source: primary data (2022)

Table-4 shows the leadership style variable has a coefficient value of 0.172 which means that leadership style has a positive effect on commitment. The significance value of leadership style is 0.162 > 0.05, this means that leadership style has a positive but not significant effect on commitment. While the motivation variable has a coefficient value of 0.336 which means that motivation has a positive effect on commitment. The significance value of motivation is 0.007 < 0.05, this means that motivation has a significant effect on commitment.

**Table-5 Coefficient of Determination Model 1**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429a	.184	.159	2,200

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

Source: Spss v.21 (2022) primary data

Based on table-5, the R Square value of 0.184 explains the magnitude of the contribution of the combination of leadership style and motivation variables on commitment is 18.4%, while the remaining 81.6% is a contribution from other variables outside this study. As for the value of e1 as follows:

$$e1 = \sqrt{1-0.184} = \sqrt{0.816} = 0.903$$

**Table-6 Model Path Coefficient 2**

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,510	4.953		1,718	.091
	Leadership Style	.254	.172	.183	1.475	.145
	Motivation	.256	.122	.271	2,099	.040
	Commitment	.109	.137	.100	.792	.432

a. Dependent Variable: Performance

Source: primary data (2022)

Table-6 shows the leadership style variable has a coefficient value of 0.183 which means that leadership style has a positive effect on performance. The significance value of leadership style is 0.145 > 0.05, this means that leadership style has a positive but not significant effect on performance. While the motivation variable has a coefficient value of

0.271 which means that motivation has a positive effect on commitment. The significance value of motivation is  $0.040 < 0.05$ , this means that leadership style has a significant effect on commitment. The commitment variable has a coefficient value of 0.100 which means that commitment has a positive effect on performance. The significance value of commitment is  $0.432 > 0.05$ , this means that commitment has a positive but not significant effect on performance.

**Table-7 Coefficient of Determination Model 2**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431a	.186	.147	2.417

a. Predictors: (Constant), Commitment, Leadership Style, Motivation  
 Source: primary data (2022)

Based on table-7, the R Square value of 0.186 explains the magnitude of the contribution of the combination of leadership style, motivation and commitment variables on performance is 18.6%, while the remaining 81.4% is a contribution from other variables outside this study. As for the value of e1 as follows:

$$e2 = \sqrt{1-0.186} = \sqrt{0.814} = 0.902$$

The indirect effect of the independent variables of leadership style and motivation on the dependent variable, namely performance through organizational commitment as an intervening variable is described as follows:

It is known that the path coefficient value of the direct influence of leadership style on performance is 0.183. While the path coefficient value of the indirect influence of leadership style on performance through commitment as an intervening variable is obtained from the result of multiplying the value of the direct influence of leadership style on commitment and the value of the direct influence of commitment with performance, so that the indirect effect is  $0.172 \times 0.100 = 0.017$ . Then the total influence of leadership style on performance is  $0.183 + 0.017 = 0.2$ .

The significance of the indirect influence of leadership style on performance through organizational commitment as an intervening variable, the results are as follows:

**Table-8 Sobel Test Results Indirect Effect 1**

Leadership Style - Commitment – Performance			
A	b	Sa	Sb
0.218	0.109	0.154	0.137
Test Statistics = 0.69357847			
Std. Error = 0.03426			
P-Value = 0.4879466			

Source: primary data (2022)

Table-8 shows the significance value or probability (p-value) of the indirect effect of leadership style on performance through commitment as an intervening variable is equal to  $0.487 > 0.05$ , thus leadership style has no significant effect on performance through commitment as an intervening variable.

It is known that the path coefficient value of the direct influence of motivation on performance is 0.271. While the path coefficient value of the indirect influence of motivation on performance through commitment as an intervening variable is obtained from the multiplication of the value of the direct influence of motivation on commitment and the value of the direct influence of commitment with performance, so that the indirect effect is  $0.336 \times 0.100 = 0.034$ . Then the total effect of motivation on performance is  $0.271 + 0.034 = 0.305$ .

The significance of the indirect effect of motivation on performance through



organizational commitment as an intervening variable, the results are as follows:

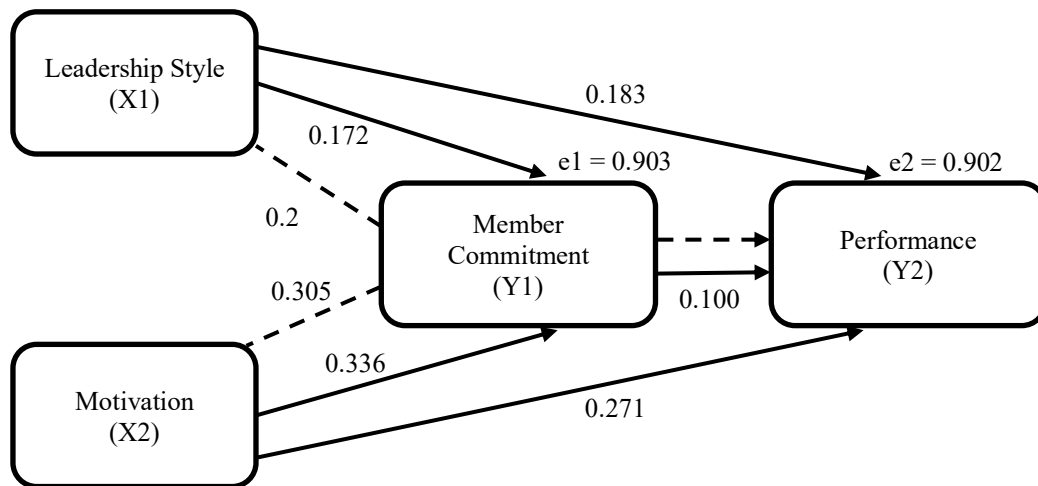
**Table-9 Sobel Test Results Indirect Effect 2**

Motivation - Commitment - Performance			
a	b	Sa	Sb
0.291	0.109	0.105	0.137
Test Statistics = 0.76473171			
Std. Error = 0.04147729			
P-Value = 0.44443132			

Source: primary data (2022)

Table-9 shows the significance value or probability (p-value) of the indirect effect of motivation on performance through commitment as an intervening variable is equal to  $0.444 > 0.05$ , thus motivation has no significant effect on performance through commitment as an intervening variable.

The path diagram illustrating the relationship of leadership style, motivation, commitment and performance based on the final model is as follows:



**Figure 2: Final Model Path**

## DISCUSSION

### Influence of Leadership Style on Member Commitment

The results of data analysis show that leadership style has a positive but not significant effect on commitment. This means that the leadership style applied in the Masagena Farmers Cooperative does not really contribute to growing and increasing the commitment of the members to the organization. But based on the description of the organizational commitment variable that has been described previously, the commitment of the members of the Masagena Farmer Cooperative is included in the high category, this means that their commitment to the organization arises from other factors, for example because there is some assistance obtained when they become members of the cooperative, it is comfortable. become part of the cooperative, and it can also be a commitment that grows from within themselves with the awareness that the Farmer's Cooperative has been quite instrumental in their lives. So, the members' desire to remain committed or remain part of the Masagena Farmers Cooperative is caused by things that directly affect and benefit them. This research is in line with the results of research by (Junaedi et al., 2013) that leadership style has a positive and insignificant effect on organizational commitment.

### **The Effect of Motivation on Member Commitment**

The results of data analysis show that motivation has a positive and significant effect on commitment. If motivation is increased, then the commitment of members will also increase. Based on the description of the motivational variables that have been described previously, it can be seen that the Masagena Farmers Cooperative has been able to meet the needs of their members. So, fulfilling these needs is what makes members want to stay as members of the Masagena Farmers Cooperative. The results of this study are in line with research results by (Pramukti, 2019) that motivation has a positive and significant effect on organizational commitment.

### **Influence of Leadership Style on Member Performance**

The results of data analysis show that leadership style has a positive but not significant effect on performance. This means that the leadership style applied in the Masagena Farmers Cooperative does not really contribute to growing and improving the performance of its members. However, based on the description of organizational performance variables that have been described previously, the performance of the members of the Masagena Farmers Cooperative is included in the very high category, this means that their performance towards the organization arises from other factors or from the awareness of the members towards improving their performance. The results of this study are in line with research results by (Siagian & Khair, 2018) that leadership style has a positive and insignificant effect on the performance variable.

### **The Effect of Motivation on Member Performance**

The results of data analysis show that motivation has a positive and significant effect on performance, if motivation is increased. Then the performance of members will also increase. The more motivated a person is to do a job, the performance will increase, and vice versa, the more unmotivated a person is to do his job, his performance will decrease. The results of this study are also in line with research conducted by (Maharani et al., 2022) which shows that motivation has a positive and significant effect on employee performance.

### **The Effect of Commitment on Member Performance**

The results of data analysis show that commitment has a positive but not significant effect on performance. Whereas based on the results of the description of the commitment variable described previously, the commitment of members to the Masagena Farmers Cooperative is included in the high category, but it turns out that high commitment does not significantly affect the performance improvement of the members. This can be caused by several things, for example the commitment for some members is only limited to staying because it is for their own interests. This shows that their commitment to cooperatives has not reached the level of truly caring and caring for cooperatives until they are willing to contribute to cooperatives and take their own initiatives to improve their performance for the benefit of cooperatives. (Pramitha et al., 2012) that organizational commitment has a positive and insignificant effect on the performance of the Krama Bali Cooperative employees.

### **Indirect Effect of Leadership Style on Performance Through Member Commitment**

The results of data analysis show that leadership style through organizational commitment as an intervening variable has a positive but not significant effect on performance. This means that commitment as an intervening variable is not effective. Even based on the variable relationships that have been discussed previously, the applied leadership style does not have an effect on increasing member commitment, plus there is no effect between commitment and increasing member performance. The absence of a relationship between these three variables automatically confirms that organizational commitment cannot

mediate the relationship of leadership style to the performance of members of the Masagena Farmer Cooperative. The results of this study are in line with the results of research by (Devi Safitri, 2014) that Commitment cannot be used as an intervening variable for the influence of leadership style variables on auditor performance. This is because the value of the coefficient of direct influence is greater than the indirect effect.

### **Indirect Effect of Motivation on Performance Through Member Commitment**

The results of data analysis show that motivation through commitment as an intervening variable has a positive but not significant effect on performance. This means that commitment cannot mediate the relationship of motivation to member performance. As explained earlier, although members have been motivated in various ways by cooperatives, if they do not have concern for the image or goals of their cooperatives, then members will also not take the initiative to always improve their performance. The results of this study are in line with the results of research by (Hastuti, 2019) that organizational commitment is not able to be a variable that mediates between motivation and health cadre performance.

### **CONCLUSION**

Based on the results of the above analysis and discussion, it can be concluded that (1) Leadership style has a positive but not significant effect on member commitment. Therefore, hypothesis one is rejected. (2) Motivation has a positive and significant effect on member commitment. Therefore, hypothesis two is accepted. (3) Leadership style has a positive but not significant effect on member performance. Therefore, hypothesis three is rejected. (4) Motivation has a positive and significant effect on the performance of members. Therefore, hypothesis four is accepted. (5) Commitment has a positive but not significant effect on member performance. Therefore, hypothesis five is rejected. (6) Leadership style through commitment as an intervening variable has a positive but not significant effect on member performance. Therefore, hypothesis six is rejected. (7) Motivation through commitment as an intervening variable has a positive but not significant effect on member performance. Therefore, hypothesis seven is rejected.

This research shows that organizational commitment and members' performance can be improved by the way cooperatives can properly motivate their employees, namely by trying to meet their needs. In addition, respect for every ability possessed by the members so that they want to work better and be disciplined in accordance with the work program of the Masagena Farmers Cooperative.

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