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The Effect of Leadership on Working Conditions, Work Motivation, and Organization Commitment

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Abstract- The study of leadership is still very much in demand by Researchers Because almost all organizations really need good leaders, who can regulate and mobilize various resources (especially humans) in the organization. The main targets of human resource management that must be Achieved by leaders in the medium term is to create organizational commitment for all employee as members of the organization. In the process, much operational leadership must be Carried out tasks such as motivating subordinates and facilitating the work of subordinates. So the aim of this study: 1) To analyze the effect of leadership on work condition, motivation, and commitment to the organization 2) To analyze the effect of work condition and motivation on organizational commitment. The method used for data collection is the census method. The population in this study were all Civil Servants (PNS) who were status as guard officers in Community Institutions found in the Regency/City on Lombok Island. The number of guard officers is 195 people. All members of the population are respondents. The analysis tool used is Partial Least Square (PLS), the online version Smart PLS 2.0.m3 program that is run on computer media. The results of the study are: (1) Leadership has a positive and significant influence on Work Motivation. (2) Leadership has a positive and significant influence on Working Conditions.

Keywords: *leadership, working conditions, work motivation and organizational commitment.*

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The Effect of Leadership on Working Conditions, Work Motivation, and Organization Commitment

Lalu Supaman [α], Mahyuddin Nasir [σ] & Sarifudin Serif [ρ]

Abstract- The study of leadership is still very much in demand by Researchers Because almost all organizations really need good leaders, who can regulate and mobilize various resources (especially humans) in the organization. The main targets of human resource management that must be Achieved by leaders in the medium term is to create organizational commitment for all employee as members of the organization. In the process, much operational leadership must be Carried out tasks such as motivating subordinates and facilitating the work of subordinates. So the aim of this study: 1) To analyze the effect of leadership on work condition, motivation, and commitment to the organization 2) To analyze the effect of work condition and motivation on organizational commitment. The method used for data collection is the census method. The population in this study were all Civil Servants (PNS) who were status as guard officers in Community Institutions found in the Regency/City on Lombok Island. The number of guard officers is 195 people. All members of the population are respondents. The analysis tool used is Partial Least Square (PLS), the online version Smart PLS 2.0.m3 program that is run on computer media. The results of the study are: (1) Leadership has a positive and significant influence on Work Motivation. (2) Leadership has a positive and significant influence on Working Conditions. (3) Leadership has a positive and significant effect on Organizational Commitment. (4) Working Conditions has a positive and not significant influence on Organizational Commitment. (5) Work Motivation has a positive and significant effect on Organizational Commitment. The results of the study can be used as references by the leadership of the Community Institutions to the make decisions and set policies in motivating subordinates, regulate working conditions, and in an effort to increase the commitment of subordinates. The results of the study can also support the results of previous studies, as well as can be used as references for subsequent Researchers.

Keywords: leadership, working conditions, work motivation and organizational commitment.

I. Preliminary

The study of leadership associated with organizational commitment until now attracted the attention of researchers because according to the search results of the study are still considered fundamental differences. Research conducted by Mappamiring (2015), undertook a study of Islamic leadership associated with organizational commitment Islami, the Islamic Bank in Napier. The results of his study that the Islamic leadership and significant positive effect on organizational commitment Islami; meaning that with the implementation of Islamic leadership is getting better at banking institutions, will have an impact on the organization's commitment Islami owned by its employees or its employees will be higher. Furthermore Supaman, et al. (2015), which conducts research on pEngaruh leadership on organizational commitment in Amil Zakat Agency Regions on the island of Lombok. The results of his research is that there is a positive and significant effect of leadership on organizational commitment; meaning that if the leaders of these agencies perform functions with better leadership, it will affect can increase organizational commitment of subordinates, otherwise if the leaders are running the leadership functions poorly, it will affect can lower the organizational commitment of subordinates.

Some other research results: Zuraida, et al. (2013), did research on the Regional Water Company Malang. They find results that leadership has a positive and significant influence on organizational commitment. Leaders of the institution become the object of research, has been able to influence and direct the attitudes and behavior of his subordinates to have high commitment. Then Bayir, et al. (2015), conducted a study meta-analysis of 202 studies compilation. The results of the meta-analysis studies found that there is a positive influence on the mid-level leadership commitment. Besides its findings that there was a significant positive relationship between leadership and organizational commitment; in accordance with the findings of many other studies that become references before. Furthermore Sahin and Busra (2017), conduct research to analyze the effect of leadership behavior on organizational commitment, in various public institutions, to deploy 234 questioner valid and can be collected. The analysis showed that leadership behavior has a significant influence on organizational commitment, but the effect was lower than expected in the public sector.

In contrast to the results of research conducted by Alkahtani (2016), did research on the influence of leadership on commitment, by reviewing the leadership of transactional and transformational aspects of the style associated with the three dimensions of commitment. The results of his study that transformational leadership

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style significantly affect three dimensions of organizational commitment. While the transactional leadership style to the three-dimensional effect is weak organizational commitment. Furthermore, Ghoniyah and Masurip (2011) did research on the institution Commercial Credit Unions Work Demak. The results of the research showed that leadership not significant effect on organizational commitment. This means that the leadership process contained in these institutions (leader or manager) can not influence or direct subordinates/employees to have a strong commitment to the organization they work for. In other words, the cooperative manager has not been able to increase the organizational commitment of employees, and employee commitment can awaken from the individuals concerned and not on the basis of the influence of a leader or manager.

Differences in outcomes research most likely to occur because researchers do not yet take measurements of variables (define indicators) exactly as it should be. Certainly, researchers are required to perform the test was redesigned indicator variables, as outlined in the instrument or the questioner that the wording better, clearer and more easily understood by the respondents. In addition, researchers need to look after the target respondents, and time to study the conditions in the field. The analytical tool used can also affect the final result.

Leadership assessment can be associated also with other variables such as motivation, and working conditions. Implementation of leadership can be seen clearly throughout the organization including the Correctional Institution located in the County/City on the island of Lombok, which made the object of this study. Penitentiary (Prison) is a Technical Implementation Unit of the Directorate General of Corrections of the Ministry of Justice and Human Rights; which serves to provide guidance and services to prisoners and detainees in Indonesia. Rising crime also caused the increasing number of occupants in prisons. Prison conditions in Indonesia are currently experiencing an over-capacity occupancy rate reached 70 percent. Based on data from the Directorate General of Corrections Database System PAS per 18 November 2016.

Conditions of some prisons which were under the Regional Office of the Ministry of Justice and Human Rights on the island of Lombok West Nusa Tenggara, there is over capacity by 175 percent occupancy rate at three locations Technical Services Unit. While the burden of the duty to preserve it is required employees, adequate guard as if referring to the Decree of the Director-General of Corrections No. PAS-146.PK.01. 04.01 2015, the minimum requirement is the duty officer 20 people per shift. Based on the ministry statement given last time on television, that all prisons in Indonesia have over occupancy to reach 97 percent, compared with occupancy available, because while the rise in crime that occurred and were handled Kemenhumham.

In the management of prisons or detention operation activity, management duties and functions under the laws and regulations related. Vision, mission, goals, objectives, and programs are prepared and then submitted by the leadership to all employees. Various rules, policies, and guidelines were also presented to the units at the bottom so that organizational goals can be achieved effectively. Some form of regulations issued by the prison-related daily activities to run the clerk's prison, including detainees and prisoners are not allowed to carry and use mobile (HP) in custody, carry and has a sharp weapon for worry threaten officers or fellow prisoners (convicts), carrying, possessing and drinking alcohol.

Results of monitoring head prisons and their staffs and report security section and order in 2016, they discovered the circulation of mobile phones in prisons, then there among the inhabitants of prisons possessing and storing weapons, and they found the drinks alcohol and other intoxicants. Based on this information indicates the deviation of rules that have been violated by the prisoners and convicts, and it is clear that the employee who served as a guard prisons appear inattentive, poorly disciplined even possible omission (as a form of attitude and behavior is less commitment to employees), for guard duty, has not done according to the rules.

Employee behavior duty officer who thus can occur due to many factors affecting such lack of understanding of their duties and functions, motivation and morale decreases, facilities and working facilities are inadequate, excessive workload, the attention of the elements of leadership that is not optimal, and other so. In addition to the facilities and equipment available job seems to not support, such as the need for a tracking device signal HP, and drug detector instrument, tool or a fire extinguisher, especially in the workspace and residential blocks. This means the workplace for officers likely to be less feasible, as well as a means of space were prisoners who seem less feasible, because of overcrowding so that the room becomes noticeably narrower. It makes prisoners feel crammed.

Objective: First, to analyze and determine the significance of the influence of leadership on working conditions, work motivation and organizational commitment. Second, to analyze and determine the significance of the effect of working conditions and work motivation on organizational commitment. The results are expected to contribute to the development of science and can reinforce or support the results of previous studies. In addition, the research results can be used as a reference to human resource managers in formulating policies relating to working conditions, motivating subordinates, improving subordinate

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commitment and in terms of effective supervision of subordinates.

II. Literature Review

a) Organizational Commitment

Organizational commitment is a situation where an employee in favor of a particular organization and its goals and wishes to maintain membership in the organization. According to Robbins (2003) that a high employment engagement means favoring certain work of an individual, while a high organizational commitment means siding with the organizations that recruit such individuals.

Organizational commitment is an attitude and behavior that are owned and shown by the individual employee or employees in relation to the organization of the workplace, where employees have confidence in the values and goals of the organization. Besides the desire to expend its efforts in earnest for the sake of the organization. Build commitment as an attempt to establish a long-term relationship, individuals who have a commitment to the organization is likely to remain in the organization, compared with individuals who did not commit. They tend to show a high engagement is realized in the form of attitudes and behavior of loyal and satisfied work.

Gibson (1996) "states the organization's commitment is to identify flavor, engagement, loyalty shown working in his organization, the commitment shown by acceptance of strong beliefs to the values and goals of an organization, as well as a strong impetus to maintain themselves as members of the organization. "Luthans (2006: 249) states that employee commitment is a strong desire of employees to be a member of a group, the willingness of a high effort for the organization as well as the acceptance of the values and goals of the organization. Organizational commitment based on a bond, fidelity or loyalty of an employee of the organization so that they are willing to work for an organization with values that are adhered together.

From another dimension that Allen and Meyer (1990) in Luthans (2006: 250) stated that the notion of organizational commitment identified three components, namely: 1). affective commitment (affective commitment), in the form of psychological attachment to the organization or person's emotional involvement in the organization; 2). continuous commitment (continuance commitment), in the form of psychological attachment to the organization, that people consider to sacrifice the cost and risk of leaving the organization. 3). normative commitment (normative commitment), in the form of psychological attachment to the organization, for their sense of obligation to preserve and maintain the organization.

Supriyono (2004 and 2005) to measure the organization's commitment to using instruments Mowdey et al. (1979), which consists of 9 points include: 1) The business of the hard work that formally can help the success of the organization; 2) The pride to friends that his place as a great organization; 3) Willingness to accept all types of tasks assigned to continue working for the organization; 4) believe the values that would like to accomplish is similar to the values of the organization; 5) State pride to others that could be part of the organization's work place; 6) Organizations working place can inspire good performance of their duties; 7) Glad to have chosen this organization as my workplace than any other organization; 8) The organization is the best organization to work compared with other organizations, and 9) Has the sincerity to the fate of the organization.

Given that the District Penitentiary in cities in Lombok Island as the object of this study is the government organization that provides services (public), then in the study of organizational commitment, researchers modify some elements of the indicator, such as 1). Pleasure and pride of employees as members of the organization; 2). Employee loyalty to the leader and the organization; 3). The willingness of employees to receive assignments from the employer; 4). The seriousness of employees in carrying out their mandates; 5). Feeling partly responsible for the work of the organization, and 6). Employee expectations in order to remain a member of the organization.

b) Working Conditions

Working conditions is a state of the internal environment of a set of tasks in a job or position. The process of execution of the job duties required a variety of resources as inputs in the form of human resources, financial resources, materials, facilities and a wide range of facilities, as well as regulations and guidelines. The working conditions may appear and be perceived by the human resources who are employees or employees who carry out the job duties.

Working conditions contain a larger sense, it means that the job can be completed or may not be completed depending on the extent (the size of the volume of work), loose-narrowness of processing time, easy-difficult settlement, risk whether or not the work is handled, security and comfort where implementation. Simanjuntak (2003: 39) states the working conditions of employees should be afforded by the company's management as possible in order to arise a sense of security in working for its employees, working conditions include adequate lighting, temperature is just right, the noise can be controlled, the effect of color, space motion security required and the employee.

In Permendagri 12 of 2008, which referred to the workload is the amount of work that must be borne by the office or organizational unit that is the product of the

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volume of work and the norms of the time, where the calculation of the analysis of their workload by considering factors working hours, working time, educational background employees, and type of work.

The success in the implementation process to achieve a specified output, depend on factors or input elements that constitute the internal working environment of the organization or institution that provides resources. Nitisemito (2001: 109) states that the working environment is everything that was around that can affect individual workers to carry out the tasks assigned. Further stated that the views of the working environment: a pleasant working atmosphere, comfortable it includes lighting/illumination clear, low noise and quiet, safety at work; relationships with coworkers (harmony and kinship; and the availability of working facilities such as equipment used to support the work, and finesse completeness of the equipment.

Mangkunagara (2009: 17) states that the work environment is very supportive of individual organizations to achieve performance. Environmental factors, among others, the organizations referred to clear job descriptions, appropriate authority, challenging employment targets, the effective working of communication patterns, labor relations harmonious working climate of respect and dynamic, career opportunities and adequate working facilities. Then Sedarmayanti (2001: 21) states the type of work environment is twofold: physical work environment that is all that there is around the workplace that may affect the officer either directly or indirectly and the working environment of non-physical that all circumstances that occur relating to the employment relationship good with superiors or with fellow colleagues or subordinates.

To assess the working conditions at the Penitentiary in Lombok, Researchers see it or measure it in terms or elements including the following: 1) Clarity of regulations on the procedures work (Standard Operating Procedure); 2) The amount of workload that must be accounted for; 3) The level of risk faced by the task; 4) The duration or number of hours worked in each shift, 5) The number of working days and holidays in one week; 6) Flexibility in the exchange or changing shifts fellow; 7) the availability and feasibility of the workspace; and 8) the availability and feasibility of equipment and working equipment.

c) Work Motivation

Some understanding of motivation, according to experts, can be expressed as Robbins (2003: 204) defines motivation as a readiness or willingness to take reasonable steps, in achieving the goals of the organization, which is influenced by the ability of businesses to meet and satisfy the various needs of individuals. Then Gibson (1996: 185) defines motivation as the driving force someone (employee), which raises and directs behavior. While Mursi (1997) Motivation can be defined as the internal state of the individuals who bear the power, excitement, and dynamics as well as direct behavior on goal.

From these definitions, it appears that the element of spiritual power that comes from inside a person, when they are faced with a job. The encouragement that arise because of the requirement that wants to be achieved or wants meeting through work. Similarly spirit impetus to direct the behavior of a person to be willing and ready to do something, so as to achieve certain goals and individuals can meet their needs.

The concept of motivation is closely related to employee motivation, spiritual-moral and spiritual motivation. Mannan (1992: 43) Work Motivation is an impulse of will affect the behavior of the workforce, to try to improve performance, because of a belief that improved performance has benefits for themselves. Spiritual moral can be defined as the experience of moral values that are based on the purpose of life is to develop all the skills in a coordinated manner and rewarding. Chapra (2001: 143) suggests the spiritual motivation is needed as a moral filter in motivation. The concept of spiritual motivation, soul with that put forward by Max Weber that the western world develops not driven by the motivation of the consumer value, but by the motivation of the creative value is called a work ethic.

In terms of Islamic psychology Adh-Dzakiey (2010: 177) divides the three (3) types of the motivation of human behavior, namely: motivation jismiyyah (physical - biological), Nafsiyah motivation (psychological), and motivation ruhiyyah (spiritual). Spiritual motivation is motivation to worship and seek Allah's pleasure to be the main motivation and meta-motivation for the activities of Muslims, including in the form of mundane activities.

Motivation by Asifudin (2004: 172) that is something which led to the act or "purposeful behavior" man, either from within or from outside of the person, including the belief, environmental stimulation, situations, and circumstances or events fib others who push in doing the act or behavior.

Some motivational theories that explain human behavior reinforced with a strong desire to meet the needs through conducting certain activities. Abraham Maslow's hierarchy of needs theory in Luthans (2006; 280), which assumes that the hierarchical nature of human needs, the needs of the lowest to the highest; then needs are met or satisfied, no longer be driving them to behave. Maslow's needs hierarchy referred to is the need for Physiology, safety, social, esteem, and self-actualization.

In connection with the study of work motivation of the employees who becomes the duty officer at the Correctional Institution in Lombok, researchers

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reviewed a boost in terms of motivation directed behavior: 1). Hope has a permanent job as a source of revenue; 2). In order to earn to make ends meet; 3). To gain attention and sympathy from others; 4). The desire for recognition and respect of others; 5). Can actualize human potential possessed; 6). As a place of devotion.

d) Leadership

By examining the opinion of some experts on leadership, researchers can make references for further analysis. Hafiduddin (2003: 119) describes the term leader (umara) which is often referred to as Ulul Amri. Ulul with authority or official that is the person who gets the mandate to take care of other people's affairs. In other words, the leader is the one who gets the mandate to manage the affairs of the people. Then the leader often called khadimul Ummah (people waitress); that a leader must put themselves in the position as a public servant. A leader must try to think in ways that they lead the organization forward, prosperous subordinates, as well as the community or the environment to enjoy the presence of the organization.

Shihab (2002: 484) Uli al-Amr are the people authorized to take care of the affairs of the Muslims. They are the ones who relied upon in dealing with social issues. Some argue they are the rulers/governments. Some think that they are clerics, and the opinion also stated that they are representing the community in various groups and professions.

Further, Shihab (2002: 485) stated on authority in the care of social problems, not necessarily the body or agency, but they may consist of individual persons, who each have the legitimate authority to rule in their respective fields. Privileges were obtained, both as entities and individuals, can be sourced from the public that will set their affairs; it could be through a legitimate government, which designates a specific group of people or person to handle the affairs.

Tahir Ibn Shihab Assyria in (2002: 485) says that it is also because of the existence in certain people on properties and criteria commendable so that they become role models and references in the art community. Honest scholars and intellectuals are the people who have authority in the field; that for an exemplary and honesty they have been authorized from the public.

Conventionally a lot of sense of leadership expressed by the experts. Yukl (2005: 3) cites the opinion of House et al. (1999), defines leadership is the ability of an individual to influence, motivate, and make others able to contribute for the sake of effectiveness and organizational success. Yukl himself concluded that leadership is a process of influencing others to understand and agree with what needs to be done and how the task was done effectively, as well as the process to facilitate individual and collective efforts to achieve common goals.

In the implications of leadership that leaders are always in touch with other people, who act as subordinates or followers; leaders will use the influence and power of its formal or personal; leaders will into being subordinate or follower behavior change; leader strives to achieve organizational goals and individual goals; and institutionalized its leadership practices (could be formal or non-formal).

Leader stints leadership to be successful, highly dependent on the ability to perform the functions of leadership as outlined in the organization. Nawawi (2001: 141), Rival (2003: 50); and Antonio (2007: 20) has outlined the functions of leadership, which is run by a leader. Social interactions that occur between leaders and subordinates in the organization to form a unity of views on the vision, mission, and goals to be achieved. The process of leadership as a social phenomenon, which takes place in certain social situations, which can change at any time, that leader may attempt to make the social situation that can support the achievement of togetherness.

The third author outlines the operational functions of principal leadership is as follows: 1) Function instructive; be giving orders to subordinates to carry out tasks that have been outlined. 2) The consultative function; the provision of guidance, advice, opinion or to subordinates and receive input from subordinates on ways to carry out tasks and solve problems faced by subordinates. 3) The function of delegation; the form of the distribution of authority, because each leader may not work alone perform basic tasks organization. 4) The function of participation; consists of enabling subordinates, both in participation and decision making in carrying out a duty. 5) The control function; a form of supervision through guidance, coordination, and guidance. 6) Functions Modeling.

Leadership functions can be implemented effectively if run Islami. With full confidence that it can be a political reality if a leader is willing and able to reference the behavioral attitude of the leaders who have been successful in the past. Antonio (2007: 29), that the Prophet Muhammad that have successfully become the leader of his time. He became a reflection of the Islamic leaders of the past, present, and future because of the characteristic traits, attitudes and behavior of its ideals.

More Antonio (2007: 29) outlines the example of the Prophet Muhammad, that he be a role model in implementing the advice and suggestions, as well as in being personally glorious. Sublime morals become one of the factors his success, both as a person, leader of the family, business and society. The Prophet's success is long-term success exceeded even his own age because it is always remembered and imitated of all time. This success is exemplary for everyone, especially those who follow him as a leader.

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To be able to emulate the Prophet, may need to be a confident leader then learn and understand and imitate the character and attitude of the Prophet leadership behavior. SIFAT leadership qualities that He has, which is used as a model for leaders in particular and for the whole human race in general. The attitude and behavior of leaders in exercising leadership in the underlying values of the nature of the leader of Islamic as Siddiq (yes, honestly), trust (trustworthy, responsible), sermons (transparent, communicative), and fathanah (intelligent, clever, knowledgeable). All these properties can be inherent in all attitudes and behaviors run a variety of activities/functions.

Authors examine more deeply about the leadership at the Correctional Institution in Regency/ City on the island of Lombok. As the leader of an institution would perform the functions of leadership, which these functions can be run effectively if the underlying by the properties of the Islamic leader. Islami properties should be reflected in any function that is run by the leader. In this study, researchers examined the leadership with reference to the results of a study Suparman, et al (2013) Indicator: (1) the delivery of the vision, mission, objectives and work program; (2) the distribution or the distribution of work tasks to subordinates; (3) giving orders and directing duties or activities; (4) providing motivation and morale to subordinates; (5) the award or sanctions for the work.

III. Research Methods

Based on the research objectives to be achieved, the researcher uses associative research, with a form of analysis is causality, because researchers want to analyze in-depth the relationship between variables and also the influence of the independent variables with the dependent variable. The research variables are leadership, work conditions, work motivation, and organizational commitment.

The data collection method used is the method of the census. The population in this study were all employees were placed as a guard at five (5) Prisons and Detention spread over five (5) District / City on the island of Lombok. The sum of all members of a population of 118 people. For the purposes of this study were used as the respondents are all members of the population that is the duty officer at the Correctional Institution in Lombok.

To obtain information or data on all indicators of leadership, organizational commitment, motivation and working conditions, the researchers used a list of questions or statements (questioner). Type of data captured through questionnaires shaped scale, namely by adopting a 5-point Likert scale, which scores 1 = disagree, scores 2 = disagree, 3 = somewhat disagree scores, scores, and scores 4 = agree 5 = strongly agree.

Descriptive analysis is intended to provide a general overview of the implementation of the basic functions of leadership that is run leader, who prepared by employees (guard) as respondents. Besides an overview of organizational commitment, motivation and working conditions stated clerks. The value score of each variable according to the variable nature converse. Given that each variable or indicator variable data extracted from many respondents, the value of the average scores will vary, so as to facilitate the discussion and interpretation of the data or value score of each variable that can be grouped and converted into the nature of each study variable.

The quantitative analysis used is a model approach Partial Least Square (PLS); because PLS is a factor indeterminacy powerful analytical methods; assumes no measurement data should be with certain scale and small sample size. can be applied at all scales of the data, does not require a lot of assumption, and the sample size should be large and can not be used as a confirmation of the theory. The purpose of the use of the PLS model in principle is helping researchers to obtain latent variable value for the purpose of predication. While the probe weights (weight estimate) to produce a latent variable score obtained from the specification of the inner and outer models of inner model where the model is a structural model linking the indicators (manifest variables) with the construct (latent variables).

IV. Result

a) Variable Description

1) Description Leadership

Leadership, as defined in this study, is the perception or opinion about the behavior of employees and the leader's ability in performing activities of its leadership role. Based on the data that can be collected, indicating that employees perceived leadership by assessing eight leadership functions of the run, has been declared the "good category"; which means that the heads of the behavior and good ability in exercising leadership. All eight of these activities are: leader has been able to deliver vision, mission, objectives and work program with clear; able to distribute or share the work with justice; giving orders and directives with courtesy; able to motivate employees with good; able to give the credit for employment; and capable of performing to watch and control activities properly.

2) Description of Work Motivation

Work motivation referred to in this study are the opinions of employees, boost the morale of its employees in connection with his role as a guard. To measure these employees' work motivation, researchers used six indicators. Data show that employee motivation "high categorized"; meaning that the employees had a

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high morale boost in connection with its role as an employee of the guard. They are highly motivated because they can be a permanent job as a source of revenue; able to earn money for the family's needs; make attention from the leaders and co-workers; receive recognition from colleagues, family, and society; and want to devote themselves to the country.

3) Description Working Conditions

Working conditions referred to in this research is the employee perception or opinion, about the state of the situation perceived the internal working environment, which can support (or hinder) the implementation of daily tasks. To measure working conditions, researchers used eight indicators. The data gathered shows that the working conditions experienced and felt by employees' well categorized "; meaning that the atmosphere and the internal working environment are good and support the effective work of employees. They state that: a clear working guidelines; volume and workload is felt appropriate; the level of risk faced in quite a risky task; the duration or the number of working hours in each work shift is felt appropriate; weekdays and days off in a week felt quite; work shift flexible perceived peers; availability and feasibility of the workspace; and the perceived feasibility of decent work equipment.

4) Description of Commitment

Organizational commitment referred to in this study are the opinions of employees about its attitudes and behavior with respect to its participation and involvement as an employee (guard). To see the level of commitment of employees, researchers used six indicators. Based on data collected, it shows that the organizational commitment of the employees' high categorized "; meaning that employees have a strong commitment to supporting institutions run various activities to achieve organizational goals. Employee commitment can be seen from the opinion of those who are happy and proud as a member; unfaithfulness against leaders and organizations; willing to accept the task of leadership; they earnestly perform the duties; take responsibility for the work, and wish to remain a member of the organization.

b) Analysis Infrensial

The results of data processing using the Partial Least Square acquired path coefficients and t-statistic on the relationship between the variables studied, as shown in the picture algorithm and tables path Coefficient the output Smart PLS next; that can simultaneously show the structural model testing.

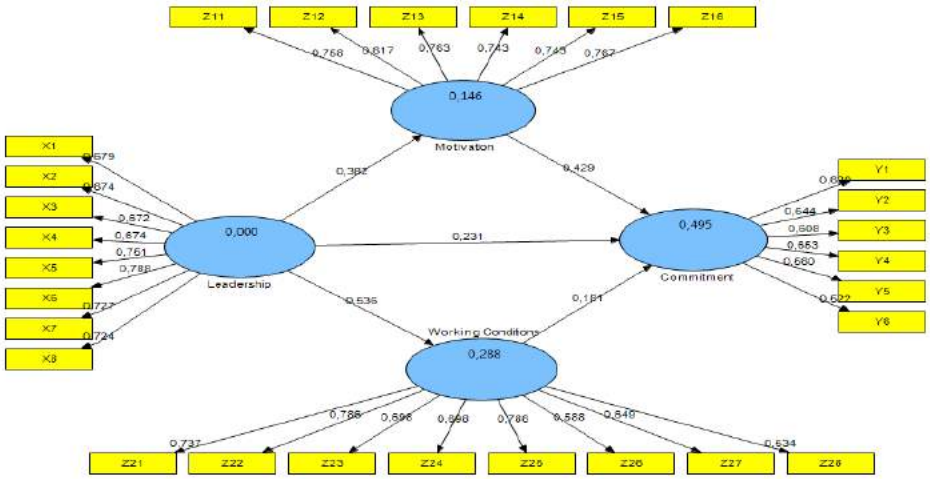


Figure 1: Display Results PLS Algorithm (Coefficient Line)

Table 1: Structural Test Model

Variables	Coefficient	$T_{Statistik}$	P_{Value}	Information
Leadership -> Motivation	0.382	3,856	0,000	Significant
Leadership -> Working Conditions	.536	6.540	0,000	Significant
Leadership -> Commitment	0.231	2,268	0,000	Significant
Working Conditions -> Commitment	.181	1,318	.090	Not significant
Motivation -> Commitment	.429	4.023	0,000	Significant

Sources: Primary data is processed

V. Discussion

1) Effect of leadership on work motivation

Leadership is perceived as employees about the behavior and the ability of leaders to run its leadership role, has been declared the "good category"; which means that the leaders of institutions have good behavior and ability to perform its functions. Then employee motivation as seen from their opinions on morale shows employee motivation "high categorized";

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meaning that employees have the encouragement or worker morale high in relation to its role as an employee of the guard.

Furthermore, the results of analysis Partial Least Square, Figure 1and Table 1 shows the path coefficient value of leadership motivation to work for 0.382; value of 3.856 t statistic and probability value (P-value): 0,000. From these data, it can be stated that the leadership has a positive and significant influence on employee motivation. This means that if the implementation of the functions of leadership is getting better, it can be ascertained that employee motivation will be higher or increasing; and conversely, if the leadership functions are run poorly, then certainly also employee motivation will be low or declining.

Employee motivation is high duty officer appeared on the willingness and desire to devote themselves, they have a permanent job which is used as a source of income, and they are compelled to look for and can earn to meet their family needs. It can happen because of the impact of the implementation of some of the functions that have been declared good leadership. The leader has been able to motivate subordinates, have provided clear guidelines, able to convey their vision and mission and convince subordinates, as well as being able to share the task of a good job.

The research findings are the same and supports the findings of previous studies conducted Naile and Selesho (2014);Mahri (2014), Supaman, et al. (2015); Alghazo and Al-Anazi (2016); Sougui, et al. (2017), which states that there is a direct effect, positive and significant leadership to the work motivation.

2) Effect of Leadership on working conditions

The working conditions are perceived by employees, about the state of the internal working environment situation is experienced and perceived has supported the implementation of daily tasks. This is indicated by their perception that the working conditions of employees "considered good"; meaning that the atmosphere and the internal working environment is good and supports the effectiveness of the work. The situation can be influenced by implementation functions that have good leadership, as has been stated previously, that leadership is also" Zoned either".

From the analysis Partial Least Square (PLS), which appears in Figure 1and Table 1 that the path coefficient value of leadership motivation to work for 0.536; value of 6.539 t statistic and probability value (P-value): 0,000. From these data it can be stated that the leadership has a positive and significant effect on working conditions. This means that if the implementation of the functions of leadership is getting better, it is certain that the better working conditions; and conversely if the leadership functions are implemented poorly, it can be ascertained also that working conditions are getting worse.

The working conditions are categorized either been demonstrated with regulations on working clear guidelines, volume and perceived workload is still appropriate and flexible work shift. The working conditions are supported by the leadership role that has been providing a clear work rules, and have been able to share the task of a good job.

The research findings are the same and supports the findings of previous studies conducted Newton and Maierhofer (2005); Fitri (2011); Makaske (2015); Ali et al. (2015) who found results that there is a significant influence on the leadership of the working conditions.

3) Influence of leadership on organizational commitment

Organizational commitment to the opinions of employees about its attitudes and behavior with respect to its participation and involvement as an employee. From the data gathered, found that organizational commitment of employees "high categorized"; meaning that employees have a strong commitment to supporting institutions run various activities to achieve organizational goals.

Furthermore, based on the data analysis results inferential: Partial Least Square (PLS), which appears in Figure 1and Table 1, that the path coefficient value of leadership to the organization's commitment amounted to 0.231; the value of 2.268 t statistic and probability value (P-value): 0,000. From these data, it can be stated that the leadership has a positive and significant influence on organizational commitment. This means that if the implementation of the functions of leadership is getting better, it is certain that the employee organizational commitment will be higher; and conversely, if the leadership functions are run poorly, it has also become a clear organizational commitment of employees will decrease.

High employee commitment can be seen from the pleasure and pride of their work at the institute, they show loyalty to the leader, the willingness to accept additional tasks of leadership, they sincerely carry out their duties. Of course, all of it could certainly happen because of the support of the role of a leader that drives them. The employee felt the vision, mission, and goals of the organization together and in line with expectations as well as treatment of a leader in the distribution of tasks perceived as fair or discrimination against employees, and the ways leaders giving orders and direction to employees who felt good, gentle and polite.

The research findings are the same, in line with and supports the findings of previous research carried out by: SaBeer, et al. (2011),Bayir, et al. (2015), Mappamiring (2015), Alkahtani (2016),Sahin and Busra(2017), which states that there is a positive and significant effect of leadership on organizational commitment. The researchers focused look at the

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leadership in terms of behavior or transformational and transactional leadership styles. Transformational leadership is more favored subordinates, and it seems the researchers found these styles also have a greater influence and significant commitment. The findings of other researchers as did Raharjo and Durrotun (2006), Pramudito and Yunianto (2009), Zuraida, et al (2013) and Supaman, et al. (2015), which states that there is a positive and significant effect of leadership on organizational commitment of employees or employees. While there are different findings or incongruous as Ghoniyah and Masurip (2011).

4) Working Conditions Influence on Organizational Commitment.

Description of the Working conditions perceived by employees as explained earlier, expressed with "good category". Good working conditions can make or change the attitudes and behavior of employees in a positive direction, as it supports employees to complete a variety of activities. Then the employee organizational commitment demonstrated commitment "zoned high". With a high commitment can be confirmed or not doubt the integrity and loyalty of employees to the leader and the organization.

Furthermore, the results of analysis Partial Least Square (PLS), seen in Figure 1, Figure 2 and Table 14, that apparent path coefficient value of work motivation to organizational commitment amounting to 0.181; the value of 1.318 t statistic and probability value (P-value): 0.090. From these data, it can be stated that the working conditions have a positive effect but not significant to the organization's commitment. This means that although strived to improve working conditions in an optimal organization or institution, can not increase the organizational commitment of the employees. Improvement of working conditions is a necessity management, and are continuous, so that working conditions can be maintained safety, comfort, and support the activities of the organization. Research results are consistent with the findings of Ramadan (2014) which states that the working environment (as a refresentasi of working conditions) is not a significant effect on the commitment of secret societies.

The research results do not support the findings of many previous researchers such as Chinomona and Mofokeng (2014); Chinomona and Mofokeng (2015); andYulanda (2015); stating that kondisi work and significant positive effect on organizational commitment. Then Shalahuddin (2013); Wowor (2016); Shanty and Mayangsari (2017), found the results that the working conditions (as refresentasi of the working environment) have a positive and significant influence on organizational commitment.

5) Work Motivation Influence on Organizational Commitment

The description of employee motivation is high, as seen from the opinion or statement that they have the encouragement or worker morale high in relation to its role as an employee. They are excited by the desire to devote themselves and have a permanent job as a source of income or to earn income to meet the needs. With high motivation will usually be able to form and increase employee commitment to the organization itself. They have high integrity and loyalty, they also felt partly responsible for the work of the organization, they want to defend secret societies and certainly will not want to leave the organization.

Furthermore, the results of analysis Partial Least Square (PLS), seen in Figure 1, and Table 1, that the path coefficient value of work motivation to organizational commitment amounting to 0.429; the value of 4.023 t statistic and probability value (P-value): 0,000. From these data, it can be stated that motivation has a positive and significant impact on the organizational commitment of employees. This means that by increasing the motivation or employee morale, guaranteed to increase the organizational commitment of employees; otherwise if the lower employee motivation, the commitment of employees also will decrease.

Regarding to the research results, in line with and supports the findings of previous researchers of which Huang, et al. (2015) Salleh, et al. (2016), Al-Madi, et al. (2017), which states that motivation positive and significant effect on organizational commitment. While Shanti and Mayangsri (2017), found different results, namely a very small effect on work motivation, positive and no significant effect on employee organizational commitment.

VI. Conclusion

From the results of descriptive analysis on the four main variables studied and have been described in the previous chapter, we can conclude: first, the leadership of the Penitentiary on the island of Lombok perceived servants duty officer with the category of "good"; means that the leader or chairman has the attitude, behavior, and ability to appropriate or adequate to perform the functions of leadership on the scope of the agency. Second, the motivation of the employees working the guard, in the opinion of the employees themselves or in response to "high"; means that the employees had a high morale boost in connection with its role as an employee of the duty officer at the agency. Third, working conditions experienced and felt and perceived by employees of the guard with the category of "good"; means that the working conditions or the situation otherwise good internal working environment and can support the effective work of the employees

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themselves. Fourth, organizational commitment of employees guard by the response of employees to "high"; meaning that employees guard shows and have the attitude and behavior is very good. They are very happy and very proud as an employee of the guard, they are very loyal to the leader and the organization, they are willing to accept the job at any of the boss, and they work in earnest. meaning that employees guard shows and have the attitude and behavior is very good. They are very happy and very proud as an employee of the guard, they are very loyal to the leader and the organization, they are willing to accept the job at any of the boss, and they work in earnest. meaning that employees guard shows and have the attitude and behavior is very good. They are very happy and very proud as an employee of the guard, they are very loyal to the leader and the organization, they are willing to accept the job at any of the boss, and they work in earnest.

By statistical analysis it is concluded: First, the leadership has a positive and significant impact on employee motivation; meaning that if the implementation of the functions of leadership is getting better, it is certain that the employee work motivation will be higher; otherwise if the leadership functions are run poorly, then certainly also work motivation of employees will decrease. Second, the leadership has a positive and significant impact on working conditions; meaning that if the implementation of the functions of leadership is getting better, it is certain that the working conditions in these institutions will be better; otherwise if the leadership functions are implemented poorly on the institution, it is certain also that the working conditions in these institutions increasingly unfavorable.

Third, leadership and significant positive effect on organizational commitment; meaning that if the implementation of the functions of leadership is getting better, it is certain that the employee organizational commitment will be higher; and conversely if the leadership functions are run poorly, it has also become clear organizational commitment of employees will decrease. Fourth, working conditions have a positive effect but not significant to the organization's commitment; meaning that even strived to improve working conditions in the institution, will not be able or not able to increase the organizational commitment of employees. Fifth, motivation has a significant positive effect on organizational commitment; it means that by increasing the motivation or employee morale,

VII. Implication

a) Implication Theory

The results of the study found a positive and significant effect of leadership on organizational commitment. This is very interesting because in line and to support and reinforce the findings of many previous researchers include: SaBeer, et al. (2011), Bayir, et al. (2015), Mappamiring (2015), Alkahtani (2016), Sahin and Busra (2017), Raharjo and Durrotun (2006), Pramudito and Yunianto (2009), Zuraida, et al (2013) and Supaman, et al. (2015). The implementation of leadership through activities run leadership functions or implement behaviors and leadership style is getting better and effective, can have an impact on organizational commitment of employees, expressed or indicated in the attitudes and behavior of employees as subordinates.

The next research findings are leadership and significant positive effect on work motivation; the same and to support and reinforce the findings of many previous researchers include: Naile and Selesho (2014); Mahri (2014), Supaman, et al. (2015); Alghazo and Al-Anazi (2016); Sougui, et al. (2017). Implementation of leadership (both style and behavior) is more effective, can have an impact on employee motivation. Good and effective leadership can encourage everyone to want to join, excited, and eager to work and play.

The findings further research is leadership and significant positive effect on working conditions. This is the same and supports the findings of previous research conducted Newton and Maierhofer (2005); Fitri (2011); Makaske (2015); Ali et al. (2015). Leadership styles and behaviors are applied properly and effectively, certainly have been able to create good working conditions and maintain a working environment.

b) Managerial Implications

The results of the descriptive analysis on employee perceived leadership "good or effective, meaning that leaders have the attitude, behavior and appropriate or adequate ability in performing his leadership. Then work motivation "high", based on the opinion of the employees themselves, meaning they have high morale boost in connection with its role as an employee. Furthermore, the working conditions experienced and felt and perceived by employees is "good"; means working conditions or the situation otherwise good internal working environment and can support the effective work of the employees themselves. Finally, an organizational commitment based on the opinions of employees, that they had committed "high"; meaning that employees show and have the attitude and behavior is very good.

The results also assert leadership significantly influence employee motivation, working conditions and organizational commitment. Leaders as controlling human resources and activities of institutions may consider the opinion of subordinates, to be used as a reference in the subsequent management of the institution. Leaders can improve employee motivation, improving working conditions, and maintain and improve employee commitment. From the research that

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leaders have an important role and means once in institutions.

c) Limitations of Researchers

For researchers who will come are expected to perform more in-depth study on the same subject of study, especially regarding relations with the leadership or influence employee motivation, working conditions and the commitment of the organization. There are limitations in the ability of researchers reviewed the findings of empirical and theoretical perspective, the future researchers can decipher more detailed indicators of each variable of the study. Researchers also considered that a similar study is very important to be done on a broader object, which will be beneficial for the managerial implications.

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