

# Determinant Analysis of Employee Performance and Organizational Commitment as an Intervening Variable in Building a Clean Serving Bureaucracy Area

Nurita Kusriantini<sup>1</sup>, Sri Wahyu Lelly Hana Setyanti, Hari Sukarno

<sup>1</sup>Corresponding author, SE. (Economics), Master of Management, University of Jember, Faculty of Economic and Bussiness, Business Economic and Management, Kalimantan Street Jember

<sup>2</sup> Ph.D, University of Jember, Faculty of Economic and Bussiness, Business Economic and Management, Kalimantan Street Jember

<sup>3</sup>Dr, University of Jember, Faculty of Economic and Bussiness, Business Economic and Management, Kalimantan Street Jember

**Abstract:-** The purpose of this study is to determine the effect of leadership and organizational work culture on organizational commitment and performance of the BKKBN Representatives for East Java Province. This research uses quantitative research and explanatory research. The population in this study was all employees of BKKBN East Java Province of UPT Balai Diklat KKB Malang and Jember. The Total amount is 142 employees. The sampling technique in this study used the census method. The variables in this study are leadership, work culture, organizational commitment and performance.

**Keywords:-** Work Culture, Leadership, Commitment, Performance, Bureaucracy

## I. INTRODUCTION

The Team of the Ministry of Administrative Reform of the Bureaucratic Reform (KemenpanRB) in November 2020 conducted an assessment of the title of the Corruption-Free Zone Integrity Zone (ZI-WBK) at the BKKBN Representative Government Agency for East Java Province which is the Satker of the BKKBN ([bkkbnjatim.online](http://bkkbnjatim.online)).

One of them who received the award was the East Java Provincial Population and Family Planning Agency (BKKBN) Representative Agency.

Based on these results, the East Java Provincial BKKBN Representative seeks to improve the quality of service to the community, namely through the flagship program of implementing the development of a clean and serving bureaucratic integrity zone (ZI-WBBM) BKKBN Representative for East Java Province in 2020.

Based on the results of the service survey through the Service Result Information System Application (SIPALA) 95% stated that the services provided by the BKKBN Representative for East Java Province were "Special." Other achievements include becoming the 1st Winner of the ADPIN AWARD National Level in the Field Line Category, and winning the Top Ten Internal Figures who dominate Online Newsletter.

The achievements obtained by the BKKBN are due to the performance of employees who determine the success of a service at the BKKBN. According to Mangkunegara (2015: 65), employee performance is the result of an employee's achievement based on quality and quantity in carrying out his duties according to the responsibilities given by the company to him. Employee performance is very important to always pay attention to, because employee performance affects the company's success in achieving it (Thamrin, 2012).

Chaterina (2012) found that commitment has an effect on performance. Memari et al. (2015) found that higher organizational commitment can improve employee performance. On the other hand, Hendri (2019) found that organizational commitment has no effect on performance.

Performance and organizational commitment can be formed with various factors such as job satisfaction, career development, work environment and organizational commitment. Andi et al (2021) found that performance is effected by organizational commitment, motivation, leadership and work discipline. Nurzaman (2020) found that performance is effected by work culture and organizational commitment. Bayir et al. (2020) found that leadership affects commitment and commitment affects performance.

Jensen et al., (2019) and Ma and Jiang (2018) found that leadership has an effect on performance. Kalsoom et al, (2018) and Yayu (2018), explain that leadership has an effect on performance. Buil et al. (2019) explained that leadership has an effect on organizational commitment.

Apart from leadership, work culture has an important role in building employee performance and commitment. According to Wood, et al. (2001), work culture is a system of beliefs or values developed by an organization to guide the behavior of members of the organization itself.

Zehir et al., (2018) and Suharno et al (2016) explain that work culture has an effect on performance. Risky, et al. (2019), Yayu (2018), Silvia, et al. (2016), Muhammad, and Apriatni (2016), explain that work culture has a significant effect on employee performance. Gusti, and Ida (2017), Tiara, et al. (2016), and Chaterina (2012) found that work culture

has an effect on organizational commitment. In contrast, K Shippingop et al., (2020) found that culture had no effect on performance.

The objectives of this study include 1) to determine the effect of leadership and work culture on the performance of the BKKBN Representatives for East Java Province; 2) To determine the effect of leadership and organizational work culture on organizational commitment of BKKBN Representatives for East Java Province; 3) to determine the effect of organizational commitment on the performance of BKKBN Representatives for East Java Province; 4) to determine the effect of leadership and organizational work culture on the performance of representatives of the East Java Provincial BKKBN through organizational commitment.

## II. LITERATURE REVIEW

### Performance

According to Pradhan and Jena (2017), performance is a multi-component concept and a fundamental level that can be distinguished based on performance aspects, namely aspects of expected outcome behavior. Behavior here shows the actions of people who are shown to complete a job, while the results state the consequences of individual work behavior. Meanwhile, according to (Hadiyatno, 2012) that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics. Anitha (2014) explains that employee performance shows the financial or non-financial results of employees that have a direct relationship with organizational performance and its success. Armstrong (2009) in (Ngima and Kyongo, 2013) states that the factors that effect individual performance levels are motivation, ability and opportunity to participate.

Vroom in his expectation theory states that people need both ability and motivation to perform well and that if ability or motivation is zero, there will be no effective performance. David (2002) in (Sundi, 2013) states that one of the key factors affecting work culture is leadership and work culture. Employees with high work motivation and transformational leadership styles effect to improve employee performance. Venkatraman and Ramanujam, 1986) in (Muda, Rafiki, & Harahap, 2014) that employee performance can be assessed through one element, namely their level of productivity.

There are 6 indicators to measure individual performance, namely (Robbins, 2006: 260).

#### 1) Quality

Work quality can be measured from employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.

#### 2) Quantity

Quantity is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.

#### 3) Timeliness

Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.

#### 4) Effectiveness

Effectiveness is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the yield of each unit in the use of resources.

#### 5) Independence

Independence is the level of an employee who will be able to carry out his work duties.

#### 6) Work Commitment

Work commitment is a level where employees have a work commitment to the agency and employee responsibilities to the office.

### Organizational Commitment

According to Robbins and Judge (2011: 111), Organizational commitment is the degree with an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Based on this, it means that organizational commitment is the level of a person siding with the existence and goals of a particular organization and his desire to remain a member. This means that organizational commitment is more emphasized on the desire of employees not to move to another workplace.

According to Quest (2005), the indicators of organizational commitment that can be seen in employees are:

1. Make adjustments, in a way that fits in the organization and does the things expected, and respects organizational norms, in accordance with the prevailing rules and regulations.
2. Loyalty by helping others, respecting and accepting things that are considered important by superiors, being proud to be part of the organization, and caring about the image of the organization.
3. Support actively, by acting to support the mission to meet the needs / mission of the organization and adapt to the mission of the organization
4. Making personal sacrifices, by placing the interests of the organization above personal interests, making sacrifices in terms of personal choice, and supporting decisions that benefit the organization even though these decisions are not favored.

Meanwhile, Meyer and Allen as quoted by Luthans (2005: 56) identified three indicators of organizational commitment, namely:

- 1) Affective commitment, namely: "involves the employee's emotional attachment to, identification with, is involvement in the organization". This means that affective commitment comes from emotional attachment to the organization, identifying oneself and being actively involved in the organization. Related to the desire to be

emotionally attached to the organization, identification and involvement based on the same values. Members / employees with high affective commitment will have a work environment and a desire to contribute meaningfully to the organization.

- 2) Rational commitment (continuance commitment), namely: "involved commitment based on the cost that the employee associated with leaving the organization." Rational commitment relates to commitment which is based on the employee's perception of the losses he will get if he leaves the organization. Members / employees who are forced to become members / employees to avoid financial loss or other losses, will be less/cannot be expected to contribute significantly to the organization.
- 3) Normative commitment, namely: "Involved employee's feeling of obligation to stay with the organization". Normative commitment is related to employees' feelings about the need to remain gradual in the organization. Normative Commitment, depending on how far the norm is internalized so that members / employees act in accordance with the goals and desires of the organization. The normative component will give rise to a feeling of obligation or duty that is rightly done for the benefits that the organization has given.

Individuals with high affective commitment have a close emotional attachment to the organization, so this means that these individuals will have a work environment and a desire to contribute significantly to the organization compared to individuals with lower affective commitment (Luthans, 2005: 56). Based on several studies, affective commitment has a very close relationship with how often a member is absent or absent from the organization. Based on the research results in terms of role-job performance or the results of the work performed, individuals with affective commitment will work harder and show better job results than those with lower commitment. Kim and Mauborgne (2004: 23) state that individuals with high affective commitment will be more supportive of company policies than those with lower ones. Affective commitment has a close relationship with the self-reported measurement of the overall results of individual work.

According to Ivancevich, Konopaske and Matteson (2008: 184) divide organizational commitment into three attitudes, namely (1) A sense of identification with the organization's goals, (2) A feeling of involvement in the organizational obligations (a feeling of investment in organizational duties), (3) a feeling of loyalty to the organization (a feeling of loyalty for the organization) Porter, Mowday, and Steers (1995: 159) state that organizational commitment is a relative strength. from the individual in identifying his involvement in the organization). This attitude is characterized by three things, namely:

1. Strong belief and acceptance of the values and goals of the organization,
2. Willingness to really try on behalf of the organization
3. A strong desire to maintain membership in the organization.

Basically, organizational commitment is not limited to leaders who hold functional or structural positions, but to all employees in the organization. Organizational commitment and commitment of every employee in the organization can be effected by organizational characteristics, because employees who have high performance will develop more if they work in an organizational environment that has a high performance commitment supported by employee morale, requiring employees to have a work commitment that is high, so that such an environment will effect employees to increase their organizational commitment.

### Leadership

Leadership is one of the important things in an organization. Leadership will involve deep relationships and effects that occur between people who want significant changes, so that these changes reflect the goals shared by leaders and subordinates (Potu, 2013). According to Posuma (2013) states that leadership is an effort made by someone who tries to effect the behavior of a person or group, where efforts to effect this behavior are aimed at individuals, friends' goals, or together with organizational goals that may be the same or different, (Voon et al., 2011) that leadership is a process of interaction between leaders and followers in which the leader tries to effect followers to achieve common goals.

According to Kartono (2008), a person's leadership style can be seen and assessed from several indicators as follows:

#### 1) *Decision Making Skills*

Decision making skills is a systematic approach to the alternatives faced and taking the most appropriate action.

#### 2) *Motivation Skills*

Motivating skills is a driving force that makes organizational members willing to exert their ability to carry out various activities that are their responsibility and carry out their obligations, in order to achieve the goals and objectives of the organization that have been predetermined.

#### 3) *Communication Skills*

Communication skills are the skills to convey messages, ideas, or thoughts to others with the aim of making other people understand what is meant, either directly orally or indirectly.

#### 4) *Ability to Control Subordinates*

A leader must have the ability to make others follow his will by using personal power or office power effectively for the long-term interests of the company.

#### 5) *Responsibility*

A leader must have a responsibility to his employees, which is to bear everything or give responsibility and bear the consequences.

#### 6) *Emotional Intelligence*

Emotional Intelligence is an important factor for the success of a company's life. The better the ability to control emotions, the easier it will be for the leader to achieve success.

## Work culture

The understanding of corporate culture according to Robbins and Judge (2011) states that work culture is a system of shared meaning held by members that differentiates one organization from another. Wheelen and Hunger in (Sule and Priansa, 2018), state that work culture is a collection of beliefs, hopes and values shared by organizational members and passed on to the next generation. Meanwhile, according to Berg and Baron (2003) in (Sedarmayanti, 2017) that work culture is a cognitive framework consisting of attitudes, values, behavioral norms, and shared expectations felt by organizational members.

According to Umi, et al. (2015: 3), indicators of work culture can be measured by various factors, namely:

### a. Norms

Norm is an unwritten rule, which is accepted by members of the organization. Norms can provide limits on what should and should not be done in certain situations. Norms are motivational, committed, and improve employee performance.

### b. Dominant Values

Dominant values are the main values in an organization. Employees are expected to be able to apply the main values that describe the personality of each individual in an organization. Dominant values can guide employees in behaving consistently in various situations.

### c. Rules

Rules are written rules, procedures and policies that have been agreed upon and must be obeyed and implemented by all members of the organization. The rules provide limits to employees in terms of speaking, behaving, and punctuality of discipline when attending and doing their duties so that they have good performance and good results for the organization.

### d. Organizational Climate

Organizational climate is the conveyance of openness or feelings of an employee in the work environment, to evaluate all problems that exist in the work environment so that organizational goals can be achieved. Organizational climate is also a form of behavior or characteristics of employees so that they dare to express opinions for mutual comfort.

## Research Hypothesis Development

### The Effect of Leadership on Employee Performance

According to Siswanto (2005: 169), leadership is an attitude and behavior to effect employees to be able to work together so as to form a harmonious work relationship in order to achieve efficiency and effectiveness in order to achieve a predetermined level of productivity. Leadership is a major factor in directing and mobilizing employees to improve the quality of the company, it can also improve the quality of employees' work according to the expected performance targets.

Jensen et al., (2019) and Ma and Jiang (2018), Kalsoom et al, (2018), Buil et al. (2019) explained that the leadership variable has a significant effect on employee performance. So, it can be concluded for the hypothesis that will be tested for truth, namely,

H1: Leadership has a partial effect on employee performance.

### The Effect of Work culture on Employee Performance

According to Umi, et al. (2015: 02), work culture is a norm and values that are formed and applied by the company to effect the characteristics or behavior in leading its employees so that they can carry out their duties on time and guide employees to achieve organizational goals. All members of the organization must implement and develop work culture in order to shape traits, behavior patterns, and values, and need to be passed down from generation to generation to the next generation.

Risky, et al. (2019), Yayu (2018), Silvia, et al. (2016), Muhammad, and Apriatni (2016), explain that work culture has a significant effect on employee performance. So, it can be concluded for the hypothesis that will be tested for truth, namely,

H2 : Work culture has a partial effect on employee performance.

### The Effect of Leadership on Organizational Commitment

Nawawi (2006: 9) states that leadership is a leader's ability to motivate a number of people to be willing to work together in carrying out activities for the achievement of common goals. Leaders who always motivate and reward their employees' achievements can foster a high sense of commitment to their company.

Buil et al. (2019), Idayanti (2012) state that leadership has a significant effect on organizational commitment. So, it can be concluded for the tested hypothesis, namely

H3: Leadership has a partial effect on organizational commitment.

### The Effect of Work Culture on Organizational Commitment

Prabundu (2010: 6) argues that work culture is a set of value systems that are recognized and created by all its members as a benchmark that differentiates one company from another. According to Sutrisno (2011: 39) in I Gusti, and Ida (2017), employees are expected to be able to apply work culture and make it a guideline for achieving high organizational commitment.

I Gusti, and Ida (2017), Tiara, et al. (2016), and Chaterina (2012) explain that work culture variables have a significant positive effect on organizational commitment. So, it can be concluded for the tested hypothesis, namely,

H4: Work culture partially effects organizational commitment.

### **The Effect of Organizational Commitment on Employee Performance**

According to Mowday, et al. (1982), organizational commitment is an individual identifier, and involvement in the organization, consisting of trust, support for goals, organizational values, a strong desire to work hard for the benefit of the organization, and determination to maintain membership in the organization. The organizational commitment possessed by company employees is able to grow the employee's own performance. Andi et al (2021), Nurzaman (2020) and Bayir et al. (2020) explain that organizational commitment has a significant effect on employee performance. Based on empirical studies, the hypothesis is tested for truth, namely,

H5: Organizational commitment has a partial effect on employee performance.

### **The Effect of Leadership on the Performance of BKKBN Representatives in East Java Province through Organizational Commitment**

Effective leadership is essential for the survival and success of an organization. Organizational effectiveness is basically the effectiveness of individual members in carrying out their duties in accordance with their respective positions and roles in the organization. Meanwhile, an employee's performance is affected by his ability to comply with the prevailing rules or regulations.

Thus a leader who has good leadership can effect and bring employees to activities in achieving organizational goals. Employees will carry out their work with a full sense of responsibility and have high performance if they have leaders they can emulate. employees will carry out their duties or work happily without any compulsion that can support the achievement of performance.

The existence of a leader in the organization is needed to bring the organization to its stated goals. Leaders should have assertiveness and the ability to make the right decisions in order to solve existing problems, including the firmness of giving sanctions to employees who commit disciplinary violations so that the commitment of other employees can be maintained.

Commitment greatly effects the progress or decline of human life, whether or not human ideals are realized depends on human resources on their ability to organize and utilize human resources in the organization, including human resources more efficiently, effectively and productively so that their performance increases. Manik (2016) found that leadership has an effect on performance through organizational commitment. Based on this description, the following hypothesis can be explained.

H6: Leadership has a partial effect on employee performance through organizational commitment

### **The Effect of Work culture on employee Performance of BKKBN Representatives in East Java Province through Organizational Commitment**

The cultural problem itself is the main thing for an organization, because it will always be related to the life that is in it. Work culture is a philosophy, ideology, values, and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of teamwork, leadership and the characteristics of the organization and the prevailing administration. Work culture is the habits that occur in the organization which represent the norms of behavior followed by members of the organization. The combination of attitudes and cultural values that guide humans will manifest mental attitudes in the form of actions or behavior.

The concept of work culture is based on individual abilities, so that the strengthening given to humans as individuals as human resources is increasingly being recognized as the most valuable organizational asset and has the most flexible adaptability. To bridge the ideal conditions desired by the organization with reality. Work culture exists when the organization has established an applicable value system, norms about what can and cannot be done, activities that are carried out routinely, adherence to the rules, both written and unwritten, and so on. The more members of the organization obey a value the higher the cultural level, the more basic the obedience, the stronger the culture. Paracha et al., (2012) and Zabidi (2011) found that work culture has a stronger direct effect on employee performance than through mediation of organizational commitment. Based on this description, the following hypothesis can be explained.

H7: Work culture has a partial effect on employee performance through organizational commitment.

### **III. RESEARCH METHODS**

This research uses quantitative research. Quantitative research is a method based on positivity and is used for statistical data collection in testing the applied hypotheses. This research design uses explanatory research. According to Mohammad (2011), explanatory research is a research method used to test the effect of one variable on another. This method is used to test 2 independent variables (Leadership and Work Culture) and the dependent variable, namely Employee Performance, through the Intervening variable, namely Organizational Commitment.

The population in this study were all employees of BKKBN East Java Province representatives from all fields and UPT Balai Diklat KKB Malang and Jember totaling 142 employees and came from the Secretariat, Adpin, KS-PK, KB-KR, Dalduk, Latbang, UPT Balai Diklat KKB Malang and Jember. The sampling technique in this study used the census method, namely using the entire population to be the research sample so that the number of samples obtained for research was 142 people.

The variables that will be used in this study are as follows:

a. Dependent Variable

The dependent variable in this study is Employee Performance (KK).

b. Independent Variables

The independent variables in this study are Leadership and Work culture (BK).

c. Intervening Variable

The intervening variable in this study is Organizational Commitment (KO).

Measurement of variables carried out on a Likert scale using the scoring method is as follows:

- STS (Strongly Disagree) = score 1
- TS (Disagree) = score 2
- CS (Simply Agree) = score 3
- S (Agree) = score 4
- SS (Strgly Agree) = score 5

Methods of data analysis using test data instruments, namely:

Validity Test

Validity is the accuracy or accuracy of an instrument in measuring what you want to measure (Priyatno, 2008: 16). The validity criteria carried out by factor analysis (Confirmatory Factor Analysis) are valid if the KMO value >

0.5 and Barlett's Test with a significance <0.05 (Ghozali, 2002: 47).

Reliability Test

Validity is the accuracy or accuracy of an instrument in measuring what you want to measure (Priyatno, 2008: 16). The validity criteria carried out by factor analysis (Confirmatory Factor Analysis) are valid if the KMO value > 0.5 and Barlett's Test with a significance <0.05 (Ghozali, 2002: 47).

Then it is continued with path analysis, namely path analysis, which will estimate the causal effect between variables and the position of each variable in the path, either directly or indirectly. The significance of the model appears to be based on the beta coefficient (β) which is significant for the pathway. To complete the path analysis, it is necessary to know the path diagrams and path coefficients (path coefficients). Path analysis is an extension of multiple linear regression analysis that is required on the path of the relationship (network) variables that involve more than one question. The path diagram provides explicitly the causal relationship between the model variables moving from left to right with the implication of the priority of the causal relationship of the variables that are close to the left.

IV. RESEARCH RESULT

The path coefficient value can be seen in Table 1 below.

Table 1. Path Analysis Results

Testing	Variable	B	t	Sig.	Keterangan
Organizational Commitment (KO)	Constant	0,504	0,000	1,000	-
	Leadership (Kep)	0,156	2,163	0,032	Signifikan
	Work culture (BK)	0,549	7,616	0,000	Signifikan
Employee Performance (KK)	Constant	0,214	0,000	1,000	-
	Leadership (Kep)	0,083	1,298	0,197	Tidak Signifikan
	Work culture (BK)	0,322	4,435	0,000	Signifikan
	Organizational Commitment (KO)	0,460	6,431	0,000	Signifikan

Based on the results of the path coefficient, the following equation can be made.

$$KO = 0,504 + 0,156Kep + 0,083KO + e$$

$$Y = 0,214 + 0,083Kep + 0,460KO + 0,102KO + e$$

Based on equations and hypothesis testing, it is explained as follows.

1) The effect of leadership variables (Kep) on employee performance (KK)

Based on the results of data analysis, it can be seen that for testing the leadership variable (Kep) on employee performance, the beta value (β) is obtained of 0.083 with p-value of 0.197. Because the value of p-value is greater than α (0.197 > 0.05), the first hypothesis is rejected. This means that there is no significant effect of leadership on employee performance.

2) The Effect of Work culture Variables (BK) on Employee Performance (KK)

Based on the results of data analysis, it can be seen that for testing work culture variables on employee performance, the beta value (β) is 0.322 with p-value of 0.000. Because the value of p-value is greater than α (0.000 < 0.05), the second hypothesis is accepted. This shows that work culture has a significant effect on employee performance.

3) The Effect of Leadership Variables (Kep) on Organizational Commitment (KO)

Based on the results of data analysis, it can be seen that for testing the leadership variable (Kep) on KO, the beta value (β) is 0.156 with a p-value of 0.032. Because the value of p-value is smaller than α (0.032 < 0.05), the third hypothesis is accepted. Thus there is a significant effect of leadership (Kep) on organizational commitment (KO).

4) The Effect of Work Culture Variables (BK) on Organizational Commitment (KO)

Based on the results of data analysis, it can be seen that for testing the work culture variable on organizational commitment, the beta value ( $\beta$ ) is obtained at 0.083 with  $p$ -value of 0.000. Because the value of  $p$ -value is less than  $\alpha$  ( $0.000 < 0.05$ ), the fourth hypothesis is accepted. This means that work culture has a significant effect on organizational commitment.

5) The Effect of Organizational Commitment (KO) Variables on Employee Performance (KK)

Based on the results of data analysis, it can be seen that for testing the variable organizational commitment to employee performance, the beta value ( $\beta$ ) is obtained of 0.460 with a  $p$ -value of 0.000. Because the value of  $p$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ), the fifth hypothesis is accepted. This shows that there is a significant effect of organizational commitment on employee performance.

a. Multiple Coefficient of Determination

The multiple coefficient of determination explains the proportion of the contribution of the effect of the independent variable on the dependent variable. The results of the coefficient of determination are described in Table 4:14 below.

Table 2. Multiple Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,624 <sup>a</sup>	0,390	0,381	0,786	
2	0,729 <sup>b</sup>	0,532	0,522	0,691	1,917

The results of the multiple coefficient of determination of 0.381 or 38.1% of the effect of the variable leadership (Kep) and work culture (BK) on organizational commitment (KO). This means that organizational commitment (KO) is effected by variables outside the research variable of  $(100\% - 38.1\%) = 42.8\%$ . The contribution or proportion of the effect of the leadership variable (Kep) and work culture (BK) on employee performance (KK) was 52.2%. This means that employee performance (KK) is effected by variables outside the research variable of  $(100\% - 52.2\%) = 38.8\%$ .

The following is the calculation of the path coefficient hypothesis:

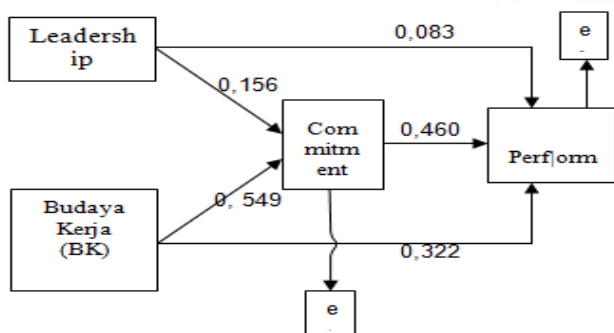


Figure 1. Path Analysis Results

Based on Figure 1 (path analysis model), it is possible to calculate the direct or indirect effect of leadership (Kep) and work culture (BK) on employee performance (KK) through organizational commitment (KO). Based on the trimming theorem, it explains that an insignificant path is not included in the path calculation.

Based on the test, the hypothesis which states that leadership (Kep) has a positive and significant effect on employee performance (KK) is not proven or rejected. Work culture (BK) has a positive and significant effect on employee performance (KK) proven or accepted. Meanwhile, other variables according to the trimming theorem prove that they cannot be included in the path calculation if the path is proven to be insignificant, in this case the stock price variable, because the previous leadership (Kep) did not have a significant effect on employee performance (KK). The trimming method is a method used to improve a path analysis structure model by removing from the model exogenous variables whose path coefficients are not significant (Ridwan and Engkos, 2012: 127). So, the trimming model occurs when the path coefficient is tested as a whole, it turns out that there are variables that are not significant. The method of using the trimming method is to recalculate the path coefficients without including exogenous variables whose path coefficients are not significant. Table 3 shows the magnitude of the effect based on the calculation of the cross coefficient of each variable.

Table 3 Calculation of Direct Effect, Indirect Effect and Total Effect

Exp.	Direct Effect	Indirect Effect	Total Effect
	(A)	(B)	C = A + B
Kep → KO	0,156	-	0,156
Residual (ε1)			0,844
BK → KO	0,549	-	0,549
Residual (ε1)			0,451
KO → KK	0,460	-	0,460
Total Pengaruh	0,460	-	0,540
BK → KK	0,322		0,322
BK → KO → KK	-	0,322 x 0,460	0,148
Total Pengaruh	0,322	0,148	0,470
Residual (ε1)			0,530

Based on the results of the calculation of the cross coefficient in Table 3, it appears that the total effect of leadership (Kep) on organizational commitment (KO) is 0.156 or 15.6% which is a direct effect. The total effect of work culture (BK) on organizational commitment (KO) is 0.549 or 54.9% which is a direct effect. Work culture variable (BK) has a total direct effect on employee performance (KK) of 0.470 or 47% consisting of 0.322 or 32.2% direct effect and 0.148 or 14.8% is an indirect effect.

#### b. Mediation Test with Sobel Test

The path analysis model is a model formed from the results of the first and second regressions to form a path analysis model with the organizational commitment variable (KO) as mediation. The z value of the Sobel test cannot be generated directly from the regression results but by manual calculation using the Sobel test formula. The results of calculating the z value of the sobel test are:

The results of the sobel test of the effect of work culture (BK) on employee performance (KK) through organizational commitment (KO) =

$$KO = 0,549 \times 0,460$$

$$\sqrt{(0,460^2 \times 0,072^2) + (0,549^2 \times 0,072^2)}$$

$$KO = 4.897$$

Then to calculate the p value with a two-tailed probability with a sobel test calculator, it was obtained 0.000 < 0.05, which means that the effect of work culture (bk) on employee performance (kk) through organizational commitment (ko) proved significant.

This means that hypothesis 6 which states that leadership (Kep) affects employee performance (KK) through organizational commitment (KO) is proven. Likewise, hypothesis 7 which states that work culture (BK) affects employee performance (KK) through organizational commitment (KO) is proven. Based on the results of this hypothesis, the role of mediation in lies in the effect of work culture (BK), BK is influencing employee performance (KK) through organizational commitment (KO) which is proven by the hypothesis. It shows that work culture (BK) can improve employee performance (KK).

## V. DISCUSSION

### The Effect of Leadership on Performance

Transactional leadership is proven to have no significant effect on performance. This shows that leadership has no effect on performance. This result does not support the first hypothesis which states that leadership has an effect on the performance of the employees of the East Java BKKBN representatives, which is rejected.

Leadership is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. Leadership is a way that leaders interact with their subordinates. Another opinion states that leadership is a pattern of behavior (words and actions) of a leader that is felt by others.

Leadership has no significant effect on performance. This can be due to the mismatch of the leadership style applied to employees so that employees cannot be encouraged to improve their performance. The results of this study are not in accordance with the opinion of Nitisasmito (2016: 254) which states that leadership can improve performance. In order for performance to have good value, leadership must be reciprocal as well. This means that it creates an element of superior involvement with subordinates and good superior performance will improve the performance

of subordinates.

Leadership occurs when one person takes the initiative to make contact with other people with the aim of exchanging goods or things that are considered important. The exchange can be economic, political, or psychological. Each party involved in such an exchange is aware of the resources of power and attitudes the other has. Each party views the other as a person.

The goals of all parties are related to one another, at least in terms of the objectives that are in the process of exchange and can be achieved through that process. But the parties involved have no relationship outside of that exchange. These exchanging parties do not have the same objective that held them together for a long time, so after the exchange is complete, they hire themselves.

Leadership does not have a significant effect on the performance of the employees of the East Java BKKBN representatives. This is because the performance is formed not only because of the leadership style but also from the employees themselves. According to Pawar and Eastman (Sulaeman Miru, 2006), a leader is a leader who operates the existing system or culture by trying to satisfy the needs of his subordinates by focusing on providing rewards for behavior change (contingent reward). Leaders motivate and effect subordinates by exchanging rewards for certain performance. That is, in a transaction, subordinates are promised to be rewarded if the subordinates are able to complete their duties in accordance with the agreements that have been made together. Furthermore, the leader pays more attention based on deviations, errors, or exclusion and takes corrective action actively and passively (management by exception).

The resilience of an agency to continue to progress and develop depends on a number of factors besides the leadership to support this research. One of the other factor is influencing resilience. This is shown by giving awards to employees when they are able to complete a job that has been determined by the company. The results showed that in leadership there is a relationship and contribution that gives benefits for both parties in getting the rewards received by both parties which are more economic in nature. The physical and material needs of employees try to be met by the leadership and in return, the leadership gets rewards in the form of high employee performance. Waldman et.al. (2001) argues that leadership works on an existing system or culture and the goal is to strengthen an existing strategy, system or culture and does not intend to change it so that transactional leaders, in addition to trying to meet employee needs, also monitor employee deviations, mistakes, or mistakes doing such corrective action is better performance.

The results of this study are inconsistent with Jensen et al., (2019) and Ma and Jiang (2018), Kalsoom et al, (2018), Buil et al. (2019) explained that the leadership variable has a significant effect on employee performance.



### **The Effect of Work Culture on Performance**

The results of the analysis show that work culture has a significant effect on the performance of the employees of BKKBN East Java Representatives. It means that the second hypothesis which states that the stronger the work culture, the higher the employee's performance is proven. The results of the description analysis shows that the East Java BKKBN Representative employees perceive work culture with an agreed assessment. The results of this study are consistent with the phenomena that occurred in the East Java BKKBN Representative. This emerging phenomenon is supported by the mapping of work culture that has been carried out by the East Java BKKBN. Quinn (2004), states that basically all organizations, both private and public, have four cultural orientations.

Based on the survey results, it is currently seen that the cultural pattern developed and running in the BKKBN, especially the East Java BKKBN Representative, is to emphasize more on structure, procedures, efficiency and regularity (hierarchical culture) and market culture orientation, where customer service and satisfaction will become reference for the organization. With service-oriented, the organization will be very concerned about achieving goals, quality of work results, and achievement of work performance. The strength of an organization according to this cultural orientation is determined by the quality of services it provides.

If only oriented to the existing work culture (hierarchical and market culture), it can sometimes improve individual behavior such as employee performance, especially at BKKBN East Java Region. The future indicates that the employees of the East Java Regional Office of BKKBN want an atmosphere and a system that provides more "space for movement" and is more directed towards personality. In particular, a relatively large increase in adhocracy can be interpreted as a strong desire for progress. In fact this is a very positive motivation.

The results of this study indicate that work culture as part of a system affects employee internal behavior in improving performance. Work culture that includes the entire organization is actually rooted in the individual of each member of the organization. Each individual (employee) must have beliefs in certain things that are believed to be true, which, if further confirmed in his daily life, will become the individual values that he guides as good to do (values). If the collection of values of these individuals combines into common values and is shared in the daily life of the organization, a work culture will be formed. More importantly, the culture that is formed through this process can be said to manifest well if it is actualized in the daily behavior of its members (behavior) and eventually becomes a habit pattern.

Here the role of the Head of the East Java BKKBN is urgently needed. What must socialize internally are the SOP, vision, mission, motto and office service promises to all employees so that they become guidelines, motivators, and understanding of correct work procedures.

Based on this description, it can be concluded that a strong culture will be able to affect the level of closeness of employees in achieving organizational goals, so it is necessary to condition a strong culture to continue to be attached to each individual employee. If a strong culture can be well conditioned, employees who behave in accordance with the philosophy of performance will be created, which will later support the achievement of organizational goals at the BKKBN East Java Representative Office.

The results of this study are in accordance with the research of Risky, et al. (2019), Yayu (2018), Silvia, et al. (2016), Muhammad, and Apriatni (2016), explain that work culture has a significant effect on employee performance.

### ***The Effect of Leadership on Organizational Commitment***

The results of the analysis show that leadership has a positive and significant effect on organizational commitment. This shows that the third hypothesis which states that the better or more appropriate the superior's leadership will increase the employee's organizational commitment, proven or acceptable. This means that the implementation of leadership in an organization will lead to the implementation of organizational commitment of the employees of the organization concerned.

Based on the results of variable appraisal with the average descriptive analysis results of leadership variables showed generally answered agree so that employees have a good perception of leadership in BKKBN East Java. This explains that employees feel the benefits of implementing proper leadership. The average value of the highest respondent's answer score explains that the employees of the East Java BKKBN representatives need leaders who are able and willing to provide direction, support, encouragement to employees, and want leaders who want to hear employee opinions.

The results of the analysis show that leadership has a significant effect on the organizational commitment of the employees of the East Java BKKBN representatives, even though the phenomenon of the existing leadership of the East Java BKKBN representatives is running as is and there is no clarity of what leadership is right to use. However, when conducting in-depth interviews with several respondents, information was obtained that the leadership in the East Java BKKBN representatives had always provided support to employees in carrying out their work. In addition, leaders can also delegate authority which is always followed by clear instructions, so that the employees feel appreciated for developing their creativity even though they still want to be given direction from the leadership.

What is no less important is the leadership in the East Java BKKBN representatives, always providing enthusiasm for the completion of work tasks. In accordance with the results of the study, that leadership by guiding (coaching), which is dominant, is to mobilize employees (subordinates), where subordinates need direction, support, encouragement, and want their opinions to be heard. Low task orientation, high relationship, leader and follower jointly make decisions.

With the main role of the leader is to facilitate and communicate.

Leadership that is also shown in the East Java BKKBN is that the leadership always considers employees' ideas in making decisions. Such leadership conditions provide dynamic working conditions at the level of employees who feel there is flexibility within the limits of responsibility and in carrying out their work. Delegation by the leadership makes employees coordinate between employees so as to create positive interactions among employees. Conditions of interaction, communication and good cooperation between employees are what make employees high satisfaction. So that this condition will lead to the implementation of the organizational commitment of the employees of the organization concerned.

In discussing leadership in the East Java BKKBN, it is best not only to stick to the traditional approach based on talent (trait theory), but also to use a situational approach, to complement the talent-based approach. The talent-situational approach, in essence, views leadership as a process that involves three variables, namely the leader, subordinates and the situation, so that there is no one leadership that is always effective in all situations.

The leadership condition in the East Java BKKBN representatives will be even better, if the leader in addition to having certain personal abilities is also able to read the condition of his subordinates and their environment. What must be known about subordinates is their maturity, because there is a direct relationship between the right leadership to be applied and the level of maturity of the subordinates, so that the leadership gets adequate obedience or effect. One way to determine the level of maturity of subordinates is by looking at their ability and willingness in being accountable for the implementation of their assigned duties. Thus, the three elements that effect leadership, namely leadership, subordinates and the situation are elements that are interrelated with one another, and will determine the level of leadership success in the East Java BKKBN.

The leadership process in the East Java BKKBN representatives will run better if the leader has certain personal qualities and is able to read the circumstances of his subordinates and situations. Therefore, a leader must equip it with a variety of knowledge and skills. Nawawi (2006: 9) states that leadership is a leader's ability to motivate a number of people to be willing to work together in carrying out activities for the achievement of common goals. Leaders who always motivate and reward their employees' achievements can foster a high sense of organizational commitment to their company. This study is in line with the research of Buil et al. (2019) and Idayanti (2012) state that leadership has a significant effect on organizational commitment.

### **The Effect of Work Culture on Organizational Commitment**

The results of the analysis show that work culture has a positive and significant effect on organizational commitment. This shows that the fourth hypothesis which states that the

better or more appropriate the work culture will increase the employee's organizational commitment, is proven or acceptable. This means that the application of the work culture of an organization will lead to the implementation of the organizational commitment of the employees of the organization concerned.

Based on the results of variable appraisal with the average descriptive analysis of work culture variables, it shows that generally the answers agree so that employees have a good perception of the leadership in BKKBN East Java. This explains that employees feel the benefits of implementing proper leadership. The average value of the highest respondent's answer score explains that the employees of the East Java BKKBN representative have strong cultural values in paying attention to their loyalty.

The results of the analysis show that work culture has a significant effect on the organizational commitment of employees of the East Java BKKBN representatives. Work culture is a form of social values within an organization that can serve as a guide in solving problems that occur both inside and outside the organization by instilling values when employees first join the organization. The inculcation of organizational cultural values begins with how the company founder makes a code of conduct that contains what kind of work culture will be developed in the organization.

Work culture requires cultural development that can be done through the process of socializing work culture. Socialization includes an activity where organizational members learn the ins and outs of the organization and how they must interact and communicate among members to carry out all organizational activities. The organization must be able to invite employees, especially new employees, to make adjustments to the work culture which guides the achievement of high organizational commitment.

Organizational commitment is an attitude of acceptance and a strong belief in the values and goals of an organization as well as a strong urge to maintain membership in the organization in order to achieve organizational goals (Suwardi and Joko, 2011). Relating to work culture which will show how willing an employee is to continue his work, be loyal to his organization, exert extra effort to achieve goals and identify employees in meeting organizational goals (Haq et al., 2014).

Employees with high commitment will be seriously involved in work, loyal and always think positively about their organization. Work culture is as an anticipation of organizational commitment. Characteristics of work culture such as company values and beliefs have been suggested to relate to organizational commitment and performance.

Work culture has a strong effect on employees, namely behavior and attitudes. Work culture involves the standards and norms that govern how employees should behave in a particular organization. The dynamics of human culture and behavior are important for studying how employees are committed to the organization. The results of this study are

consistent with the research of I Gusti, and Ida (2017), Tiara, et al. (2016), and Chaterina (2012) explain that work culture has a significant effect on employee performance

### **The Effect of Organizational Commitment on Employee Performance**

The results of the analysis show that organizational commitment has a significant effect on performance. This shows that the fifth hypothesis which states that the better the organizational commitment, the greater the employee's performance will be, proven or acceptable. This means that a good organizational commitment of an organization will lead to implementation of increased performance.

The results of this study are in accordance with the theory of Mowday, et al. (1982), organizational commitment is an individual identifier, and involvement in the organization, consisting of trust, support for goals, organizational values, a strong desire to work hard for the benefit of the organization, and a determination to maintain membership in the organization. The organizational commitment possessed by company employees is able to grow the employee's own performance. The results of this study are in accordance with Andi et al. (2021), Nurzaman (2020) and Bayir et al. (2020) explaining that organizational commitment has a significant effect on employee performance.

### **The Effect of Leadership on the Performance of BKKBN Representatives in East Java Province with Organizational Commitment as Intervening**

The results of the analysis show that leadership does not have a significant effect on performance through organizational commitment. This shows that the sixth hypothesis which states that the better the leadership, the more employee performance is rejected. This means that good organizational commitment of an organization will lead to implementation of increased performance even without good leadership.

Effective leadership is important for individual members in carrying out their duties in accordance with their respective positions and roles in the organization. Meanwhile, an employee's performance is effected by his ability to comply with the prevailing rules or regulations. Thus, a leader who has good leadership can effect and bring employees to activities in achieving organizational goals. Employees will carry out their work with a full sense of responsibility and have high performance if they have leaders they can emulate. Employees will carry out their duties or work happily without any compulsion that can support the achievement of performance.

The existence of a leader in the organization is needed to bring the organization to its stated goals. Leaders should have assertiveness and the ability to make the right decisions in order to solve existing problems, including the firmness of giving sanctions to employees who commit disciplinary violations so that other employees' organizational commitments can be maintained. The results of this study are not in accordance with the research of Manik (2016) which

found that leadership has an effect on performance through organizational commitment.

### **The Effect of Organizational Work Culture on the Performance of BKKBN Representatives in East Java Province with Organizational Commitment as Intervening**

The results of the analysis show that work culture has a significant effect on performance through organizational commitment. This shows that the seventh hypothesis which states that the better the work culture, the greater the employee's performance with a strong organizational commitment. This means that good organizational commitment of an organization will lead to implementation of increased performance in the presence of good leadership.

Work culture is the habits that occur in the organization that represent the norms of behavior followed by members of the organization. The combination of attitudes and cultural values that guide humans will manifest mental attitudes in the form of actions or behavior. The concept of work culture is based on individual abilities, so that the strengthening given to humans as individuals as human resources is increasingly being recognized as the most valuable organizational asset and has the most flexible adaptability. The results of this study are consistent with Paracha et al., (2012) which found that work culture has a stronger direct effect on employee performance than through commitment mediation.

## **VI. CONCLUSIONS AND SUGGESTIONS**

Based on the results of the overall discussion in this study, it is concluded that: 1) Leadership does not have a significant effect on employee performance. This shows that leadership is not able to improve performance; 2) Work culture has a significant effect on employee performance. This shows that leadership improves performance; 3) Leadership has a significant effect on organizational commitment. This shows that leadership can increase organizational commitment; 4) Work culture has a significant effect on organizational commitment. The better the culture, the better the employee's organizational commitment; 5) Leadership does not have a significant effect on employee performance through organizational commitment. This shows that organizational commitment does not mediate the effect of leadership on performance and 6) Work culture has a significant effect on employee performance. This shows that leadership can improve performance through organizational commitment. This shows that organizational commitment mediates the effect of work culture on performance.

Suggestions that can be given by practitioners, academics, policy makers, BKKBN East Java leaders are 1) The leadership applied should be further clarified, namely transformational leadership that is able to adapt to the situation and conditions (situational) of leaders, subordinates and the environment. Alternatives to transformational leadership that can be implemented include transformational or transactional leadership; 2) Leaders are expected to continue to increase employee trust in the leadership by not neglecting the rights and interests of the employees

concerned. For example, providing promotion opportunities, improving employee supervision systems, increasing abilities by continuing to learn to improve personality so that trust in leaders is always there, and maintaining harmonious relationships between colleagues; 3) BKKBN East Java can further socialize work culture with various alternative strategies that can be taken; 4) Further research can add other variables, as antecedents of work culture, for example customer's charter, transformational and transactional leadership, in addition to using other sampling techniques; 5) This research only focuses on the East Java BKKBN, so there is still an opportunity to research other agencies so that research results that are broader in scope can be obtained.

## REFERENCES

- [1]. Aryee, Brian K. Cooper., 2012. Building A Climate For Innovation Through Transformational Leadership And Work culture . *Journal of Leadership dan Organizational Studies*. Volume 15 Number 2. November 2008 145-158
- [2]. Bass, M. Bernard, dan Avolio, J. Bruce. 1993. Transformational Leadership and Work culture. *Public Administration Quarterly*, 17 (1): 112-121.
- [3]. Buil, Martínez, Dan Matute, 2019. Transformational Leadership And Employee Performance: The Role of Identification, Engagement and Proactive Personality. [International Journal of Hospitality Management](#). Volume 77, January, Pages 64-75
- [4]. Chaterina Melina Taurisa. 2012. Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang). *Program Magister Manajemen Universitas Diponegoro*, 5 (2): 1-16.
- [5]. Divir, Taly, Eden, Dov, Avolio, J. Bruce, dan Shamir, Boas. 2002. Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment. *The Academy of Management Journal*, 45 (4): 735-744.
- [6]. Harry Mulyadi. 2014. Hubungan Kepemimpinan dengan Kinerja Pegawai Dinas Pendidikan Kabupaten Pasaman. *Jurnal Administrasi Pendidikan*, 2 (1): 303-831.
- [7]. Jensen, Ulrich Thy, Lotte Bøgh Andersen, Louise Ladegaard Bro, Anne Bøllingtoft, Tine Louise Mundbjerg Eriksen, Ann-Louise Holten, Christian Bøtcher Jacobsen, Jacob Ladenburg, Poul Aaes Nielsen, Heidi Houlberg Salomonsen, Niels Westergård-Nielsen, Allan Würtz, 2019. Conceptualizing And Measuring Transformational And Transactional Leadership. *Administration & Society*. Vol.5 No.1. Hal. 141-148
- [8]. Kalsoom, Ali Khan, dan Sohaib Zubair, 2018. Impact Of Transactional Leadership And Transformational Leadership On Employee Performance: A Case Of FMCG Industry Of Pakistan. *Industrial Engineering Letters*. Vol.8, No.3, Hal. 121-129
- [9]. Lufi Rizki Pradana. 2019. "Analisis Pengaruh Konflik Peran Ganda terhadap Kinerja dengan Stress Kerja Pegawai Wanita sebagai Pemediator pada PT. Bank BRI, Tbk. Area Jember". *Tesis*. Jember: Fakultas Ekonomi dan Bisnis Universitas Jember.
- [10]. Ma Dan Jiang, 2018. Transformational Leadership, Transactional Leadership, And Employee Creativity In Entrepreneurial Firms. [The Journal of Applied Behavioral Science](#). Vol.15 Issue 34
- [11]. Manik, 2016. The Effect Of Transformational Leadership On Job Satisfaction, Organizational Commitment, And Employee Performance. *International Journal of Academic Research in Business and Social Sciences*. Vol. 6, No. 12
- [12]. Mohammad Mulyadi. 2011. Penelitian Kuantitatif dan Kualitatif serta Pemikiran Dasar Menggabungkannya. *Jurnal Studi Komunikasi dan Media*, 15 (1): 127-138.
- [13]. N., Iqbal, S., Anwar, dan N., Haider. 2015. *Effect of Leadership Style on Employee Performance*. *Arabian Journal of Business and r A Management Review*, 5 (5): 1-6.
- [14]. Nel Arianty. 2015. Pengaruh Kepemimpinan terhadap Kinerja Karyawan. *Jurnal Manajemen Tools*, 5 (1): 80-91.
- [15]. Nela Pima Rahmawanti, Bambang Swasto, dan Arik Prasetya. 2014. Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan (Studi pada Karyawan Kantor Pelayanan Pajak Pratama Malang Utara). *Jurnal Administrasi Bisnis (JAB)*, 8 (2): 1-9.
- [16]. Paracha, M. Umer, Adnan Qamar, Anam Mirza, Inam-ul-Hassan. 2012. Impact Of Leadership Style (Transformational Dan Transactional Leadership) On Employee Performance Dan Mediating Role Of Job Satisfaction” Study Of Private School (Educator) In Pakistan. *Global Journal of Management and Business Research*. Volume 12 Issue 4 Version 1.0 March
- [17]. P., Mayer John, dan J., Natalie Allen. 1993. The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization. *Journal of Occupational Psychology*, 63 (4): 1-18.
- [18]. RACHMAD HIDAYAT. 2013. PENGARUH KEPEMIMPINAN TERHADAP KOMUNIKASI, KEPUASAN KERJA, DAN KOMITMEN ORGANISASI PADA INDUSTRI PERBANKAN. *MAKARA SERI SOSIAL HUMANIORA*, 17 (1): 19-32.
- [19]. RISKY NUR ADHA, NURUL QOMARIAH, DAN ACHMAD HASAN HAFIDZI. 2019. PENGARUH MOTIVASI KERJA, LINGKUNGAN KERJA, BUDAYA KERJA TERHADAP KINERJA KARYAWAN DINAS SOSIAL KABUPATEN JEMBER. *JURNAL PENELITIAN IPTEKS*, 4 (1): 47-62.
- [20]. Robbins, P. Stephen. 2006. *Perilaku Organisasi, Konsep, Kontroversi-Aplikasi*. Edisi Bahasa. Cetakan ke-2 Indonesia. Jakarta: Penerbit Prenhallindo.
- [21]. SARRAH APRILIANA, DJAMBUR HAMID, DAN MOEHAMMAD SOE’OED HAKAM. 2013. PENGARUH MOTIVASI DAN KOMITMEN ORGANISASIONAL TERHADAP KINERJA KARYAWAN. *JURNAL ADMINISTRASI BISNIS (JAB)*, 1 (1): 180-187.
- [22]. Sayadi, 2016. The Effect Of Dimensions Of Transformational, Transactional, and Non-Leadership On The Job Satisfaction And Organizational Commitment Of Teachers In Iran. [Management in Education](#) 30 (2):1-9