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The Influence of Leadership and Work Culture on Organizational Commitment and its Impact on Employee Performance at Rupbasan All Riau Region

Suarni Norawati¹, Muhammad Diharja², Zamhir Basem³

¹Sekolah Tinggi Ilmu Ekonomi Banginang, Indonesia, email: suarninorawati@pascabangkinag.ac.id

²Sekolah Tinggi Ilmu Ekonomi Banginang, Indonesia, email: diharja_muhammad@yahoo.com

³Sekolah Tinggi Ilmu Ekonomi Banginang, Indonesia, email: Zamhirbasem803@gmail.com

Corresponding Author: suarninorawati@pascabangkinag.ac.id¹

Abstract: High employee performance is always a demand for organizational leaders, both public organizations and private organizations, because high employee performance will have an impact on the development of the organization in the future. Therefore, knowing the factors that influence employee performance is an important thing to do. This research was conducted in Rupbasan throughout the Riau Region with the research aim of knowing and analyzing the influence of leadership and work culture on organizational commitment, knowing and analyzing the direct influence of leadership and work culture on employee performance, knowing and analyzing the influence of organizational commitment on employee performance, knowing and analyze the indirect influence of leadership and work culture on performance through organizational commitment. This research uses primary data and secondary data obtained by distributing questionnaires and conducting research files. The sample for this research consisted of 61 Rupbasan employees throughout the Riau Region. Data analysis and hypothesis testing tools are used Structural Equation Modling using the SmartPLS program. Hypothesis testing is carried out at alpha 5%. Based on the research results, it was concluded that leadership and work culture were proven to have a significant influence on organizational commitment, leadership was directly proven to have a significant influence on employee performance, work culture was not directly proven to have a significant influence on employee performance, organizational commitment was proven to have a significant influence on employee performance, leadership and Work culture has been proven to have a significant influence on performance through organizational commitment, or organizational commitment can mediate the influence of leadership and work culture on employee performance.

Keyword: Performance, Leadership, Work Culture, Organizational Commitment

INTRODUCTION

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing an organization's goals, objectives, vision and mission

as outlined through an organization's strategic planning (Moeheriono, 2012). Performance is the level of employee achievement of their duties and responsibilities in accordance with predetermined standards. This research was conducted at the State Confiscated Property Storage House (Rupbasan) in the Riau Region which consists of four operational areas, namely Rupbasan Class I Pekanbaru, Rupbasan Class II Bangkinang, Rupbasan Class II Bengkalis and Rupbasan Class II Rengat. In carrying out its activities, each Rupbasan employs employees who are competent in their fields.

From the data obtained, it is known that the majority of employees have a high school level education. This needs to be of concern to leaders, because education can basically determine whether an employee's performance is good or not. The performance assessment of this agency is reflected in Government Regulation Number 90 of 2010 which instructs Ministries/Agencies to use a Performance Based Budgeting (PBK) approach in preparing budget plans. Apart from that, one of the performance indicators at Rupbasan is the increase in basan baran management services. Of course, this is Rupbasan's service in synergy with other Law Enforcement Officials so that it can provide a sense of trust in entrusting basan and baran. From the number of basan baran, Rupbasan must be able to provide good and optimal service and management. The orientation is how to provide maximum public services, the goods that are entrusted are safe in quantity and quality, maintained and cared for and their economic value is maintained. Below is presented the amount of basan and baran as well as the amount of budget absorption in the Riau Region Rupbasan during the 2018-2022 period.

Table 1. Number of Basan Baran Entrusted and Percentage of Budget Absorption in Rupbasan in Riau Region 2018-2022

No	Year	Number of Basan and Baran (Units)	Budget Absorption
Rupbasan Class I Pekanbaru			
1	2018	6.996	99,80
2	2019	8.011	99,82
3	2020	8.04	99,89
4	2021	7.476	99,97
5	2022	8.102	97,24
Rupbasan Class II Bangkinang			
1	2018	1.412	95,68
2	2019	1.412	97,57
3	2020	1.412	93,43
4	2021	1.311	95,16
5	2022	144	97,47
Rupbasan Class II Bengkalis			
1	2018	3.283	93,00
2	2019	3.325	89,00
3	2020	4.249	94,00
4	2021	1.793	97,00
5	2022	2.09	62,00
Rupbasan Class II Rengat			
1	2018	3.532	95,68
2	2019	3.938	97,57
3	2020	3.003	93,43
4	2021	4.525	95,16
5	2022	11.146	97,47

Source: Corrections Division of the Regional Office of the Ministry of Law and Human Rights, Riau

From Table 1 it can be seen that in general budget absorption in the Rupbasan Riau Region shows good achievement because it is above 90%. However, it is still found that the

budget absorption for Rupbasan Class II Bengkalis in 2022 is only 62%. This condition indicates that employee performance in the Rupbasan Riau Region is still not optimal. Likewise, the number of confiscated goods also decreased in the same year.

In principle, employee performance can be influenced by many factors, but in this research we only pay attention to leadership factors, work culture and organizational commitment which influence employee performance by making organizational commitment an intermediate variable. A leader is an individual who uses policy and leadership authority to provide direction to his subordinates and is responsible for each of his subordinates' work in order to achieve a goal (Hasibuan, 2016).

Leadership is a process of leaders influencing and providing examples to their subordinates or employees through the communication process in achieving a goal (Rivai Zainal, 2014). Good leadership can improve employee performance and vice versa, as well as organizational commitment. This is proven by research conducted by Dewi Sandy Trang (2013), concluding that leadership has no significant effect on employee performance. The results are different from research conducted by Yohana Melia Santosa and Syarifuddin (2021). Where the results of the research concluded that leadership had a significant positive effect on employee performance. From these two researchers, we can see that the research results are still inconsistent, so there is still a research gap which proves that further research is still needed.

Furthermore, leadership is also able to influence whether or not employees have organizational commitment. Research conducted by Purnomo (2018) resulted in a direct and positive influence of leadership on organizational commitment. This is in line with research by de Sousa (2017) and research by Muraga, Tewal, and Dotulong (2019) that leadership has a significant effect on organizational commitment.

McNeese-Smith's (1996) opinion states that organizational commitment is significantly related to employee performance. And Taufiq Fitrianto's research (2021) proves that organizational commitment is able to mediate the influence of leadership on employee performance, meaning that the better the leadership, the better the organizational commitment so that the better the employee's performance. This means that if employees have good leaders, are role models, give employees clear tasks and receive feedback from employees, the employees will be committed and can improve their performance.

The work culture at Rupbasan in the Riau Region has been implemented, but its implementation is still not optimal. The results of research conducted by Kardinah Indrianna Meutia and Cahyadi Husada (2019), concluded that organizational culture (work culture) can determine whether employee performance is good or not. Then research by Tiara Putri Usmany, et al (2016) concluded that organizational culture has a significant effect on organizational commitment. However, it has not yet been discovered that organizational commitment can mediate the influence of work culture on performance. Based on the description of the background above, the problem of this research can be formulated as follows:

- 1) How does leadership influence employee organizational commitment?;
- 2) How does work culture influence employee organizational commitment?;
- 3) How does organizational commitment influence employee performance?;
- 4) How does leadership directly influence employee performance?;
- 5) How does work culture directly influence employee performance?;
- 6) How does leadership indirectly influence employee performance through organizational commitment?;
- 7) How does work culture indirectly influence employee performance through organizational commitment.

METHOD

The approach in this research uses a quantitative analysis approach based on statistical information. This research was conducted in Rubasan throughout the Riau Region. This research was conducted for 4 months in May-August 2023. The types and sources of data used in this research consisted of primary data and secondary data. Data collection was carried out using questionnaires, interviews, observations and research files. The population of this study was all Rubasan employees throughout the Riau Region, totaling 61 people and all of them were used as samples.

The stages of data analysis carried out in this research were validity testing and reliability testing. Hypothesis testing is used using a multi-level structural model and to test the proposed hypothesis the SEM (Structural Equation Modeling) analysis technique is used which is operated through the Smart PLS Version 3.00 program. The structural equation used as an analytical tool in this research is:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \epsilon_1$$

$$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + \epsilon_2$$

Information :

Y1 = Organizational Commitment

Y2 = Employee Performance

X1 = Leadership

X2 = Work Culture

β_1 - β_5 = Regression Coefficient

Steps in analysis using partial least square, (Yamin and Kurniawan, 2011):

- 1) First step: designing a structural model (inner model). At this stage, researchers form a relationship model between constructs.
- 2) Second step: Designing a measurement model (outer model). At this stage the researcher defines and specifies the relationship between the later construct and its indicators, whether they are reflective or formative.
- 3) Step three: Construct the path diagram. The main function of building a path diagram is to visualize the relationship between indicators and their constructs as well as the relationships between constructs which makes it easier for researchers to see the model as a whole.
- 4) Fourth step: Model estimation. In this step, there are three weighting selection schemes in the model estimation process, namely factor weighting scheme, centroid weighting scheme and path weighting scheme.
- 5) Fifth step: Goodness of fit or model evaluation includes evaluation of the measurement model and evaluation of the structural model.
- 6) Step six, hypothesis testing and interpretation

RESULTS AND DISCUSSION

The results of testing the validity of the instruments for each variable can be seen in Table 2. From Table 2 it is known that all instruments for each variable studied are valid, because all statements have loading factor values above 0.5 and the AVE values obtained are also greater than 0.5. Thus all variable instruments are declared valid.

Table 2. Results of Validity Testing of Research Instruments

Variable	Items	Loading Factor	AVE	Decision
Work Culture	BK1	0,732	0,604	Valid
	BK2	0,818		Valid
	BK3	0,857		Valid
	BK4	0,773		Valid
	BK5	0,680		Valid
	BK6	0,791		Valid

Employee Performance	K1	0,790	0,634	Valid
	K2	0,804		Valid
	K3	0,872		Valid
	K4	0,817		Valid
	K5	0,804		Valid
	K6	0,768		Valid
	K7	0,837		Valid
	K8	0,660		Valid
Leadership	KE1	0,843	0,772	Valid
	KE2	0,921		Valid
	KE3	0,926		Valid
	KE4	0,921		Valid
	KE5	0,828		Valid
	KE6	0,874		Valid
	KE7	0,828		Valid
Organizational Commitment	KO1	0,888	0,634	Valid
	KO2	0,827		Valid
	KO3	0,792		Valid
	KO4	0,821		Valid
	KO5	0,632		Valid

Source: Data Processing Results

Next, reliability testing was carried out on valid statements and the results of the reliability testing can be seen in Table 3:

Table 3. Reliability Test Results

Construct	CA	CR	1	2	3	4
Work Culture	0,869	0,889	0,777			
Leadership	0,951	0,969	0,476	0,878		
Employee Performance	0,917	0,923	0,452	0,670	0,796	
Organizational Commitment	0,852	0,863	0,434	0,578	0,713	0,796

Source: Data Processing Results

From Table 3 you can see the results of reliability testing for instruments that were declared valid in the previous test. From the data testing results, all Cronbach's Alpha (CA) values and Composite Reliability (CR) values of all instruments are above 0.7. These results explain that all instruments were declared reliable in measuring each variable studied. The next stage of analysis is to test the model used. The results of data processing for testing the fit model can be seen in Table 4:

Table 4. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.090	0.090
d_ ULS	2.821	2.821
d_ G	2.186	2.186
Chi-Square	578.904	578.904
NFI	0.646	0.646

Source: Data Processing Results

From Table 4 you can see the results of the fit model test where the Standardized Root Mean Square (SRMR) value was obtained at 0.090. This value is lower than 0.1. This means that the SRMR value is lower than 0.1 or $0.090 < 0.1$. These results explain that the model or data analysis tool used for hypothesis testing in this research is appropriate or fit. Thus, the

model is said to be suitable for use as an analytical tool and hypothesis testing tool in this research. Next, you need to pay attention to the coefficient of determination and the results can be seen in Figure 1.

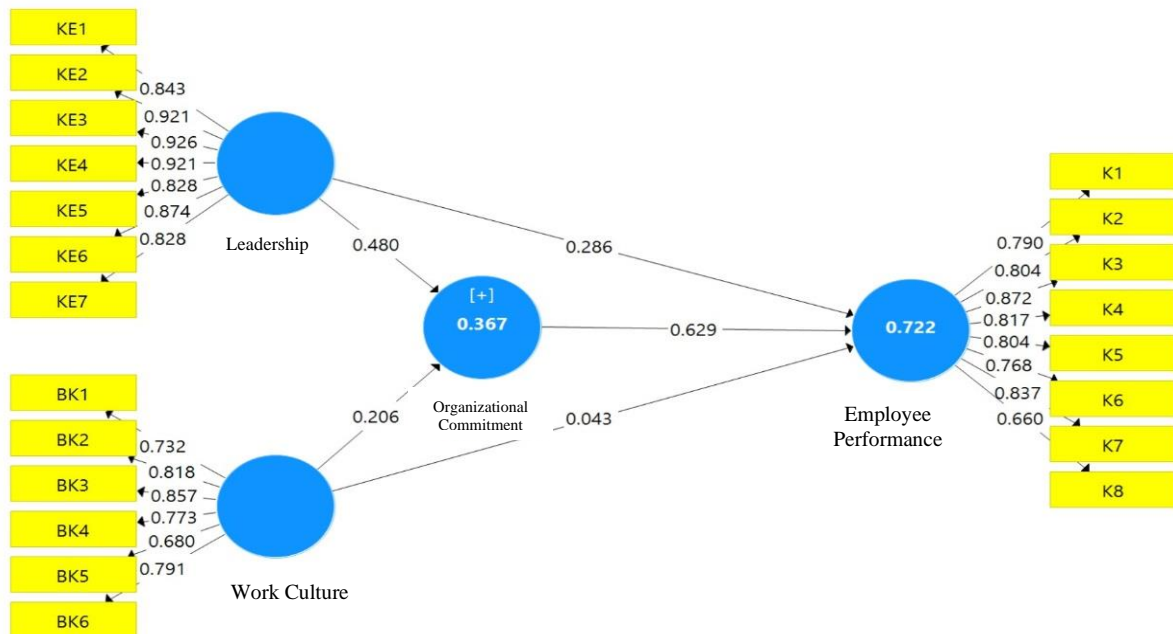


Figure 1: Coefficient of Determination (R-Square)
Source: Data Processing Results

Furthermore, from the results of data processing, the R-Square and R Square Adjusted values can be seen in Table 5;

Table 5. R-Square and Adjusted R Square Values

	R Square	R Square Adjusted
Organizational Commitment	0.367	0.345
Employee Performance	0.722	0.707

Source: Data Processing Results

From Figure 1 and Table 5, it can be seen that the R-square value of the path to the dependent variable of organizational commitment is 0.367, meaning that leadership and work culture are able to explain the dependent variable, namely organizational commitment, of 36.7%, while the remaining 63.3% is determined by other variables that are not included in the research model. Then the R-square value for the performance dependent variable path was 0.722, meaning that the leadership, work culture and organizational commitment variables were able to explain changes in performance of only 72.2% and the remaining 27.8% was determined by other variables outside the model. Thus, based on the results of data processing, it can be said that the variables analyzed in this research and the structure of the model are good, meaning that the selection of dependent and independent variables is good, and the moderating variable, namely organizational commitment, still plays a weak role in mediating the relationship between leadership and culture variables. work with employee performance. So the next stage can be hypothesis testing to see the influence of leadership and work culture variables on employee performance, both directly and indirectly, using job satisfaction as a moderating variable. Then the results of hypothesis testing in this research can be seen in Table 6.

Table 6. Hypothesis Testing Results

Hypothesis	Direct Effect	Indirect Effect	Conclusion
H1 Leadership -> Organizational Commitment	0.480 (0.000)	-	Significant
H2 Work Culture -> Organizational Commitment	0.206 (0.044)	-	Significant
H3 Organizational Commitment -> Employee Performance	0.629 (0.000)	-	Significant
H4 Leadership -> Employee Performance	0.286 (0.005)	-	Significant
H5 Work Culture -> Employee Performance	0.043 (0.578)	-	Not significant
H6 Leadership -> Organizational Commitment -> Employee Performance	-	0.302 (0.003)	Significant
H7 Work Culture -> Organizational Commitment -> Employee Performance	-	0.130 (0.047)	Significant
R ²	0.367	0.722	

Source: Data Processing Results

The results of this research descriptively provide an illustration that leadership in Rupbasan throughout the Riau Region is good but still not optimal. This is based on leaders who are always humble, leaders who uphold honesty, fairness and trustworthiness, leaders who are committed, leaders who have patience and leaders who are always transparent in various matters. The results of hypothesis testing prove that leadership has a significant effect on organizational commitment among Rupbasan employees throughout the Riau Region. This is proven from the results of hypothesis testing which can be seen from the calculated p-value t which is lower than alpha. This means that if it is assumed that leadership is getting better, employee commitment will increase and vice versa. This further explains that leaders who can protect employees will provide comfort to employees at work so that they feel comfortable in the agency, which in the end will create a sense of loyalty or employee loyalty to the agency.

The results of this research are in line with research conducted by Rahmat Kurnia and Arief Teguh Nugroho (2019), the results of this research prove that leadership and motivation have a significant effect in a positive direction on organizational commitment and have an impact on employee discipline. The results of this research are also in line with research conducted by Bagus Putu Fabio, et al (2016), where the results of his research prove that leadership style has a greater influence on organizational commitment than on performance. Work motivation also has a greater influence on organizational commitment than on performance. Organizational commitment has the greatest influence on performance compared to leadership style and work motivation. Leadership style has a greater influence on work motivation than work motivation on leadership style.

The results of testing the second hypothesis prove that work culture has a significant effect on organizational commitment among Rupbasan employees throughout the Riau Region. This is evident from the results of the hypothesis test which can be seen from the calculated p-value of the work culture variable on organizational commitment which is lower than alpha. This explains that if the work culture gets better, the organizational commitment of employees will also get better and vice versa. The results of this research support research conducted by Tiara Putri Usmany, et al (2016), which concluded that there is a significant influence between organizational culture and organizational commitment. The results of this research are also in line with research conducted by Imam Santoso (2018) which concluded that organizational culture has a direct positive effect on the organizational commitment of Perum Perumnas. Organizational culture has a positive indirect effect on organizational commitment through job satisfaction.

Furthermore, the results of this research prove that there is a significant direct influence of leadership on employee performance in Rupbasan throughout the Riau Region. This is

proven by the t-calculated p-value which is lower than the alpha value. This means that if it is assumed that the leadership experiences changes for the better, then employee performance will get better and vice versa. Thus, leadership is a determining factor in whether or not employee performance at Rupbasan is good or not. The results of this study are in line with research conducted by Yohana Melia Santosa and Syarifuddin (2021), where their results concluded that leadership style and organizational culture affect employee performance variables. Which means that the leadership style and organizational culture are improved, so employee performance variables will increase. However, the results of this research are not in line with research conducted by Dewi Sandy Trang (2013), where her research concluded that leadership style has a significance level of 0.447, which means that leadership style has an effect on employee performance but is not significant. These results explain that leadership is not a determining factor for good or bad performance.

Furthermore, the results of this research cannot prove that there is a significant direct influence of work culture on employee performance at Rupbasan. This is evident from the results of hypothesis testing which can be seen from the calculated p-value of the work culture variable on employee performance which is greater than alpha. Thus, it is said that work culture is not a direct determining factor in whether an employee's performance is good or not. Then the results of this research conclude that organizational commitment has a significant effect on the performance of Rupbasan employees throughout the Riau Region. This is proven by the calculated p-value of the variable organizational commitment to employee performance which is lower than alpha. These results explain that if employee organizational commitment increases, employee performance will also increase and vice versa. This means that these results explain that organizational commitment is a determining factor in whether employee performance at Rubasan is good or not. The results of this research are in line with research conducted by Arif Burhan, et al (2013), where the results of this research prove that organizational culture, organizational commitment and job satisfaction have an influence on employee performance. The same thing applies to research conducted by Muhammad Andre and Ahmad Hermanto (2021)

The results of this research prove that there is an indirect influence of leadership variables on employee performance through organizational commitment at Rupbasan. This can be seen from the results of hypothesis testing which obtained a calculated p-value t that was lower than alpha. This means that if leadership improves in a better direction, organizational commitment will also increase and the impact on performance will also increase and vice versa. In this sense, this research proves that organizational commitment can mediate the influence of leadership on employee performance.

The results of this research support research conducted by Bagus Putu Fabio, et al (2016). The results of this study conclude that leadership style has a greater influence on organizational commitment than on performance. Work motivation also has a greater influence on organizational commitment than on performance. Organizational commitment has the greatest influence on performance compared to leadership style and work motivation. Leadership style has a greater influence on work motivation than work motivation on leadership style. Employees with high organizational commitment have different attitudes compared to those with low commitment. High organizational commitment results in work performance, low levels of absenteeism and low levels of employee turnover. High commitment makes individuals care about the fate of the organization and try to make the organization a better direction.

The research results prove that there is an indirect influence of work culture on employee performance through organizational commitment to Rupbasan. This can be seen from the results of hypothesis testing which obtained a t-calculated p-value lower than alpha. This means that if work performance increases, organizational commitment will also increase

and ultimately employee performance will also increase, and vice versa. These results explain that organizational commitment can mediate the relationship between work culture and employee performance.

These results explain that with a work culture that has been formed, such as habits in the use of work uniforms, greetings, a culture of professionalism, a culture of accountability and so on that can be implemented well, the work atmosphere will be comfortable. Employees who feel comfortable at work will increase the employee's organizational commitment. Employees with high commitment can increase work morale and ultimately improve the employee's performance. The results of this research support research conducted by Tiara Putri Usmany, et al (2016). The results of his research concluded that there is a significant influence between organizational culture on organizational commitment, there is a significant influence between organizational commitment on employee performance, there is a significant influence between organizational culture on employee performance. The organizational culture variable also has a positive effect on employee performance through organizational commitment with a large indirect effect.

CONCLUSION

1. Leadership is proven to have a significant effect on organizational commitment, this is proven by the calculated p-value which is lower than alpha. This means that leadership is truly a determining factor in whether or not the organizational commitment of Rupbasan employees throughout the Riau Region is good or not. Thus the first hypothesis is accepted at the 95% confidence level. If it is assumed that leadership has changed for the better, organizational commitment will also increase and vice versa.
2. Work culture is proven to have a significant effect on organizational commitment, this is proven by the p-value t calculated being lower than alpha. This means that work culture is truly a determining factor whether or not the organizational commitment of Rupbasan employees throughout the Riau Region is good or not. Thus the second hypothesis is accepted at the 95% confidence level. If it is assumed that work culture has changed for the better, organizational commitment will also increase and vice versa, if work culture has decreased, organizational commitment will also decrease.
3. Organizational commitment is proven to have a significant effect on employee performance, this is proven by the calculated p-value t being lower than alpha. This means that organizational commitment is truly a determining factor in whether or not the performance of Rupbasan employees throughout the Riau Region is good or not. Thus hypothesis three is accepted at the 95% confidence level. If it is assumed that organizational commitment has changed for the better, employee performance will also increase and vice versa.
4. Leadership is directly proven to have a significant effect on employee performance, this is proven by the p-value t calculated being lower than alpha. Thus the fourth hypothesis is accepted at the 95% confidence level. If it is assumed that leadership has changed for the better, organizational commitment will also increase and vice versa.
5. Work culture is not directly proven to have a significant effect on employee performance, this is proven by the p-value t calculated being higher than alpha. Thus the fifth hypothesis is rejected at the 95% confidence level.
6. Leadership has been indirectly proven to have a significant effect on employee performance through organizational commitment, this is proven by the calculated p-value t being lower than alpha. Thus the sixth hypothesis is accepted at the 95% confidence level. If it is assumed that leadership has changed for the better, organizational commitment will also increase, and employee performance will also increase and vice versa.

7. Work culture has been indirectly proven to have a significant effect on employee performance through organizational commitment, this is proven by the calculated p-value t being lower than alpha. Thus the seventh hypothesis is accepted at a 95% confidence level. If it is assumed that work culture has changed for the better, organizational commitment will also increase, and employee performance will also increase and vice versa.

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