

The Effect of Leadership on Employee Performance through Organizational Commitment As Mediation

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ABSTRACT: The sustainability of the company is determined by the performance of its employees, therefore, the company can pay attention to the factors that can influence employee performance, namely leadership and organizational commitment. This research was conducted with the aim of knowing the role of organizational commitment in mediating the influence of leadership on the performance of employees on Perusahaan Umum Daerah Air Minum (Perumdam) Samarinda City. The sampling technique used simple random sampling and obtained a sample of 125 respondents. The data collection technique in this study used a questionnaire which was analyzed using SmartPLS 3.0. The results of the study show that leadership has a positive and significant effect on organizational commitment. Leadership has a positive and not significant effect on employee performance. However, leadership has a positive and significant effect on employee performance through organizational commitment.

KEYWORDS : Leadership, Organizational Commitment, Employee Performance

I. INTRODUCTION

An organization will never run without the role of human resources which is the most important element as the main mover and player of the organization, so management is needed to manage human resources. Mathis et al. (2016: 5) define, human resource management is the design of a formal system in an organization to cultivate individual talents to achieve an objective organization.

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Astianto's opinion (2014) which says that if human resources in an organization can run effectively and efficiently, then the organization will still run effectively and efficiently as well. In other words, the survival of an organization is determined by the performance of its employees. Adamy (2016: 93) argues, employee performance is work completed by an employee or group of people in accordance with the responsibilities and authority delegated to him.

Perumdam Tirta Kencana is a Regional Company engaged in providing elements of social-oriented services aimed at improving community welfare through clean water services, which is located at Jalan Tirta Kencana 1 Samarinda. Perumdam Tirta Kencana has a vision to become the leading Regional Public Company in drinking water services in East Kalimantan. And Mission, one of which is to realize the provision of drinking water according to quality, quantity and continuity standards.

Bonaparte do Rêgo *et al.* (2017) states that in order to survive in providing services to the community and towards progress for the company, if employee performance is improved. Because, the quality of performance determines success in order to achieve goals is the most serious challenge.

To improve employee performance, there are several factors that influence it, one of which is the leadership factor. Ghufon (2020) says that without effective leadership, individuals and groups tend to have no direction. While Roring (2017) said that good leadership can move and direct human resources so that it is easy to improve employee performance. According to Yukl (2013: 7), leadership is the process of influencing others to understand and agree on what needs to be done and how the task is done effectively, as well as facilitating individual and collective efforts to achieve common goals.

Referring to the explanation above, the situation that occurs pragmatically, the leadership period of Perumdam Tirta Kencana, is once every four years. Leadership change will automatically have different leadership than before, so employees must adapt to this leadership pattern.

In the current leadership period, every day coordination meetings are chaired directly by the Director to provide information related to the implementation of duties. At the time of the meeting there is usually discussion and exposure of problems or obstacles faced to ideas or input from subordinates, so that the leader can provide direction on what to do and encourage them to work. But this meeting is only up to the manager level. Then the manager will forward it to his staff level subordinates and a coordination meeting afterwards is usually held once a week.

Another aspect that can affect employee performance according to Ahakwa et al. (2021) is organizational commitment. Walton dalam Robbins & Coulter (2017: 190) states that stimulating employee commitment will lead to improved employee performance. A strong organization has the ability to create and maintain employee work comfort so that it will provide incentives for employees to work according to predetermined standards. In addition, employees will give more than what the company expects and have a high commitment so that employees will continue to try to improve the results of the work done. Conversely, employees with low commitment tend to see work as boring and boring, so employees work carelessly and not wholeheartedly.

In addition to the management phenomenon as previously described, researchers also found research gaps, namely there are differences in findings based on the results of previous research, as explained in his book by Suliyanto (2006: 8). The research gaps are as follows.

Leadership towards organizational commitment, the results of research conducted by Zulkifli & Italina (2020) revealed a positive and significant influence. Meanwhile, the results of Bagis et al.'s (2020) research found a negative and insignificant effect.

Leadership on employee performance, the results of research conducted by Bagis et al. (2020), Zulkifli & Italina (2020) revealed a positive and significant effect. Meanwhile, the results of Saladin's (2016) research found no significant effect.

Organizational commitment to employee performance, the results of research conducted by Zulkifli & Italina (2020), Bagis et al. (2020), Edward & Purba (2020), revealed a positive and significant effect. Meanwhile, the results of Sholikhah's research (2017) found insignificant results.

The results of Saladin's research (2016) show that leadership has an insignificant effect on employee performance. Meanwhile, after mediation through organizational commitment, the results become a significant influence. Then organizational commitment can be used as an intervening variable.

The difference in the results of analysis from several empirical studies, regarding the influence between variables, namely there are research results that reveal a significant effect. However, other studies have revealed that the effect is not significant. This proves that there is a research gap that is actually interesting to be investigated further in order to dig deeper into the influence between these variables.

Based on the description above, the purpose of this study is to find out more about the performance of employees of the Regional Public Drinking Water Company (Perumdam) Kota Tirta Kencana Samarinda by examining the influence of leadership on employee performance and mediated by organizational commitment.

II. LITERATURE REVIEW

Employee performance

Every human being has the potential to perform various activities. The ability to act can be acquired by humans either naturally (from birth) or learned. Although humans have the potential to behave in certain ways, these behaviors are only actualized at certain times. The potential to behave in a certain way is called ability, while the expression of this potential is known as performance.

In addition, the capabilities of employees are reflected in their performance. Silaen *et al.* (2021: 29) said that organizational efforts to achieve goals, including through employee performance. So that employee performance is a part that must get attention by the leadership. Adamy (2016: 93) argues, employee performance is work completed by appropriate workers and delegation of authority to them. Meanwhile, Bernardin & Russell in Adamy (2016: 92) states, employee performance is a record of the results obtained by employees from certain jobs that are useful for a certain period of time. Therefore, it is natural for companies to require their workers to complete the tasks that have been set.

Assessment to determine the high and low level of a person's performance. Dessler (2020: 101) revealed that performance appraisal is carried out by comparing the performance of an employee on his duties with job standards. Bosses use job analysis to learn what the duties and standards are, in accordance with the company's expectations so that employees perform their main duties and responsibilities according to the job description.

The appraisal process revealed by Dessler (2020: 279) has three steps, namely, setting work standards, assessing employees' real performance with standards and finally giving feedback to employees aimed at helping them eliminate performance weaknesses. If the work results obtained even exceed work standards, it can be said that individual performance is in the good category. On the other hand, if the results do not meet the standards including low performance.

Bernardin & Russell (2011: 382) say that employee performance indicators, namely: 1. Quality; 2. Quantity; 3. Accuracy Time; 4. Cost-effectiveness; 5. The Need for Supervision; 6. Interpersonal Impact.

Leadership

Nguyen et al. (2019) said that leadership has a vital effect on organizational activities, because leaders move and direct organizations in achieving goals and this is not an easy task. There are different behaviors of subordinates. Leaders must be able to influence their subordinates to want to do the work given and volunteer for the organization. In other words, leadership affects employee performance and determines the success or failure of achieving organizational goals.

Mathis & Jackson (2011:216) argues, leadership is the process of someone influencing members of other groups or organizations towards achieving collective or organizational goals. Meanwhile according to Yukl (2013:7), leadership, namely the process of persuading others to understand and agree on what should be done and how tasks are done effectively and facilitate individual and collective efforts to achieve common goals.

Ivancevich *et al.* (2008: 435) says effective leaders have four characteristics, namely: First, give direction and meaning to the people led. This means the leader reminds us of what's important and why it's done. Second, gain trust. Third, Love action (proactive) and risk taking. Fourth, Supplier expectations (reinforcing the belief that success will be achieved).

Yukl (2013) mentions leadership indicators as follows: 1. Have high integrity; 2. Able to improve the skills of subordinates; 3. Help solve problems; 4. Emphasize the importance of meeting deadlines; 5. Coordinate the activities of subordinates.

Organizational Commitment

Armstrong & Taylor (2014: 187) stated, organizational commitment is an important aspect of the state of involvement when conceptualizing as an entity in the organization has greater positive attachment, is considered to have a willingness to exert energy to support the organization, a feeling of pride in being a member and feels personal identification with the organization.

Jafri & Lhamo (2013) reveal organizational commitment, one of which is an attitude that can produce high performance. Committed employees allow more performance than less committed employees, more effort is put on behalf of the organization towards the success and achievement of its goals and mission.

According to Bateman & Snell (2014: 66), organizational commitment is how far someone recognizes the organization, and dreams of maintaining membership. Meanwhile, Mathis & Jackson (2011: 158) say, the extent to which workers believe and accept organizational goals and the desire to stay with the organization.

Luthans (2011) organizational commitment measured through 1. Strong desire to survive as a member of the organization; 2. Willingness for the organization; 3. Conformity of organizational values with employee values; 4. The feeling of pride of the organization in which to work.

Influence Between Variables

The Effect of Leadership on Organizational Commitment

Leadership plays an important role in increasing organizational commitment. According to Kreitner & Kinicki (2014), leadership is an effort to influence members to voluntarily achieve goals. This understanding emphasizes the leader's ability without coercion in moving members to do work that leads to goals.

Effective leaders not only wield power, but are able to examine the process of influence that has a reciprocal impact between leaders and subordinates. The process of influencing must be repeated until it gets a positive response and is willing to cooperate in doing something as if it were of his own volition. If the leader manages the organization poorly, subordinates will want to quit. This shows the importance of the role of leadership in increasing organizational commitment, which in turn can improve employee performance.

Yukl (2013) states that leaders must be able to inflame the spirit and commitment of followers by communicating a convincing vision and building followers' trust in order to achieve it.

The results of research by Shalahuddin (2016), Zulkifli & Italina (2020) revealed that leadership has a positive and significant effect on organizational commitment. From the results of this study, the hypothesis is proposed as follows.

H1: Leadership has a positive and significant effect on organizational commitment.

The Influence of Leadership on Employee Performance

Luthans (2006: 119) states the basis of personality to improve performance is the role of leadership. Cushway & Derek Lodge (1993) stated that the existence of leadership roles has a significant influence on employee attitudes, behavior and performance. This means that the leader plays a big role in improving the performance of subordinates.

A leader must be able to build a positive relationship with each other, so that mutual respect, mutual trust, mutual help and a sense of unity can arise. This is in agreement with Nanjundeswaraswamy & Swamy (2014) which revealed that leadership that has a good relationship with employees is considered to be able to provide high effectiveness in employee performance.

Purwadi *et al.* (2020) states that leadership is someone who can determine strategies, is able to make plans, and as a motivator for subordinates so that they can produce effective performance. Utama & Ratna Sari (2019) revealed that improving the ability, commitment, skills of understanding values in the organization and teamwork in order to improve performance in the organization is the role of the leader. If the leader is able to apply the right leadership, then employees will feel satisfied which in turn can improve their performance.

Research results Zulkifli & Italina (2020), Bagis *et al.* (2020) states that leadership has a positive and significant effect on employee performance. From the results of this study, put forward the following hypothesis.

H2: Leadership has a positive and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Walton in Armstrong & Taylor (2014: 186) states that eliciting organizational commitment will lead to improved employee performance. Walton said more advanced performance will result if organizations change from traditional supervisory-oriented approaches to commitment strategies. Khan *et al.* (2010) argues, organizational commitment is closely related to employee performance, so it is worth considering. In line with Colquitt *et al.* in Wijaya & Rifa'i (2016: 167) said, commitment raises the desire of employees to remain part of the organization. In addition, it can instill a sense of responsibility and love for work. Then it allows employees to do their best.

Zulkifli & Italina Research (2020), Ahakwa *et al.* (2021), Sujarwo *et al.* (2018), Sultan *et al.* (2019), Ghiyats & Aulia (2020), Jireh & Kodrat (2015), Rantesalu *et al.* (2016), Edward & Purba (2020), Saladin (2016), Bagis *et al.* (2020), Setiawan & Lestari (2016) which revealed that organizational commitment has a significant effect on employee performance. From the results of the study that organizational commitment has a significant effect.

H3: Organizational commitment has a positive and significant effect on employee performance.

Organizational Commitment Mediates the Influence of Leadership on Employee Performance

Research conducted by Zulkifli & Italina (2020) on leadership on organizational commitment and its impact on employee performance with the aim of knowing the influence between variables. The results showed that leadership has a positive and significant effect on organizational commitment and employee performance. On the other hand, organizational commitment mediates correlations between variables. This implies that the leader's sensitivity to the needs of members has to do with organizational commitment. Effective leadership in leading an organization will encourage a sense of commitment whose impact continues on employee performance. From the results of this study, the following hypothesis was put forward.

H4: Leadership has a positive and significant influence on employee performance through organizational commitment.

III. METHOD

The variables used in this study consist of exogenous marked symbol X, namely leadership (X1) whereas endogenous is marked symbol Y, namely Organizational Commitment (Y1) and Employee Performance (Y2).

Using a quantitative approach with associative methods aims to explain the influence of leadership variables on employee performance, where organizational commitment as a mediation variable. This study also uses a survey method, namely having a structured statement in order to obtain specific information about leadership, organizational commitment and employee performance of Perumdam Tirta Kencana using Likert scale weights, where 1. (strongly disagree), 2. (Disagree), 3. (Neutral) , 4. (Agree) and 5. (Strongly Agree), so the respondent only chooses one of the answer choices given.

The sampling technique uses simple random sampling because population sampling is carried out randomly regardless of strata in the population and is obtained from a sample of 115 respondents. To analyze the data obtained, variant-based PLS-SEM statistical methods are used with the help of SmartPLS 3.0 software, which can simultaneously test measurement models as well as test structural models.

IV. RESULTS AND DISCUSSION

4.1 Measurement Models

The measurement model is a validity test that is used to measure whether or not a questionnaire or in an instrument is valid if the instrument is able to measure what it is supposed to measure. The validity test consists of two, namely convergent validity and discriminant validity.

Hair et al. (2017:137) said, convergent validity is the extent to which a measure is positively correlated with alternative measures of the same construct. To evaluate the convergent validity of the reflective construct, by considering the Outer loading indicator and Average Variance Extracted (AVE). The Outer loading value must be greater than 0.7 and the AVE value must be greater than 0.5. The results of the outer model test are presented in figure 1 below:

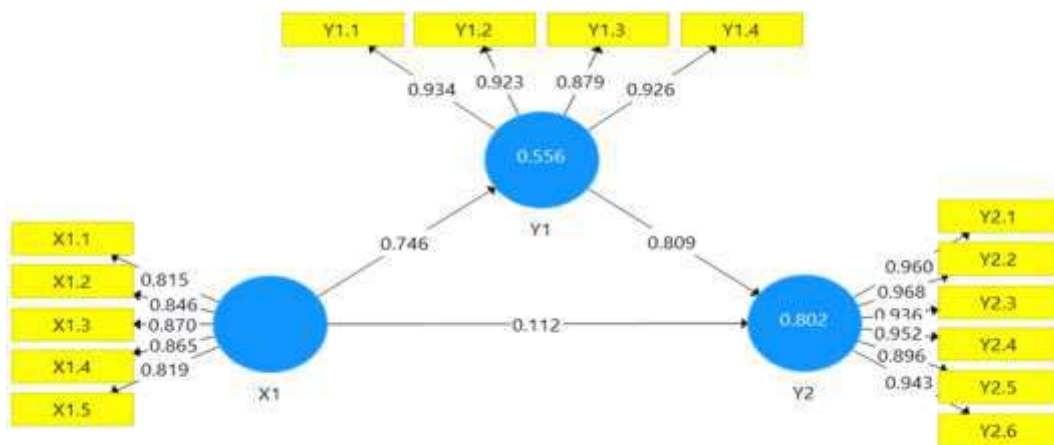


Figure 1. Outer Loading

Based on figure 2. It can be seen that the overall indicators of all variables in this study are acceptable because they have a loading factor value greater than 0.70 so that the validity criteria have been met. The construct reliability and validity criteria also show validity and reliability, the AVE value is more than 0.50 and Cronbach's alpha and composite reliability is more than 0.70 as shown in table 2.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0,898	0,900	0,925	0,711
Y1	0,936	0,936	0,954	0,839
Y2	0,975	0,975	0,980	0,889

Source: SmartPLS 3, 2023

4.1.2 Discriminant Validity

Hair et al. (2017:148) That said, cross loadings are usually the first approach to assessing an indicator of discriminant validity. In particular, the outer loading of indicators on related constructs must be greater than any cross loadings (that is, their correlations) on other constructs.

In table 3. The results below show that the outer loading of indicators on related constructs is greater than any of the cross loadings (ie, the correlation) on other constructs. It can be concluded that overall each item has a higher correlation with the variable it measures, so that the criteria for discriminant validity are met.

Table 3. Cross Loading

	X1	Y1	Y2
X1.1	0,815	0,645	0,630
X1.2	0,846	0,600	0,555
X1.3	0,870	0,637	0,644
X1.4	0,865	0,680	0,608
X1.5	0,819	0,573	0,572
Y1.1	0,674	0,934	0,798
Y1.2	0,675	0,923	0,810
Y1.3	0,724	0,879	0,830
Y1.4	0,655	0,926	0,826
Y2.1	0,695	0,866	0,960
Y2.2	0,681	0,847	0,968
Y2.3	0,668	0,799	0,936
Y2.4	0,680	0,863	0,952
Y2.5	0,668	0,826	0,896
Y2.6	0,651	0,844	0,943

Source: SmartPLS 3, 2023

4.2. Structural Models

That PLS-SEM assessment of structural models involves the ability to predict variance in endogenous variables. The main evaluation criterion for the result is the coefficient of determination (score R^2). the higher the R^2 value, the better the prediction model of the proposed research model.

4.2.1. R-Square

Table 4. R-Square shows the R^2 value obtained by organizational commitment of 0.556, which means that leadership influences 55.6 percent of organizational commitment. In comparison, the remaining 44.4 percent is influenced by other variables not discussed in this study. Then the R^2 value for the dependent variable of employee performance is 0.802 which means that 80.2 percent of employee performance is influenced by leadership and organizational commitment. In comparison, the remaining 19.8 percent is influenced by other variables not discussed in this study.

Table 4. R Square

	R Square	R Square Adjusted
Y1	0,556	0,553
Y2	0,802	0,798

Source: SmartPLS 3, 2023

4.2.2. Path Coefficient and T Statistics

The path coefficient shows the level of significance in hypothesis testing. The path coefficient value indicated by the T-Statistic value must be greater than 1.96 (for two directions) and the P Values must be less than 0.05.

Table 5. Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y1	0,746	0,743	0,053	14,030	0,000
X1 -> Y2	0,112	0,119	0,077	1,450	0,148
Y1 -> Y2	0,809	0,799	0,075	10,774	0,000

Source: SmartPLS 3, 2023

Based on table 5. Shows the relationship between leadership has a significant effect on organizational commitment but leadership has no significant effect on employee performance, organizational commitment variable has a significant effect on employee performance. Then in Table 5. shows an indirect effect.

Table 6. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (SIDEV)	T Statistics (O/SIDEV)	P Values
X1 -> Y1 -> Y2	0,603	0,593	0,062	9,737	0,000

Source: SmartPLS 3, 2023

Based on table 6. Shows that the relationship between leadership and employee performance through organizational commitment has a positive and significant effect. This means that organizational commitment can fully mediate the relationship between variables.

4.2.3. Q-Square Test

In the PLS model, the predictability is known from the Q-Square value. For structural models (Q^2) predictive relevance can be calculated:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,556) (1 - 0,802)$$

$$Q^2 = 1 - (0,444) (0,198)$$

$$Q^2 = 0,912$$

Q-Square value of 0.912 means that the amount of research data that can be explained by the structural model is 91.2%. Based on these results, the structural model of the study can be said to have excellent predictive relevance and the research showed 87.6% Fit displayed NFI value below. Thus, otherwise the model can be used for hypothesis testing.

Table 7. Fit models

	Saturated Model	Estimated Model
SRMR	0,047	0,047
d_ ULS	0,266	0,266
d_ G	0,456	0,456
Chi-Square	301,663	301,663
NFI	0,876	0,876

Source: SmartPLS 3, 2023

Based on the previous table, the test results with SmartPLS 3.0 can be described as follows:

The Effect of Leadership on Organizational Commitment

Based on the results of statistical calculations with SmartPLS 3.0 in table 5, it is revealed that the influence of leadership on organizational commitment at Perumdam Tirta Kencana Kota Samarinda is positive and significant with a path coefficient of 0.746 and a t-statistic value of 14,030 greater than 1.96 and a probability value (P) of 0.000 less than 0.05. Thus, it can be concluded that the first hypothesis is accepted. This indicates that the more leadership is improved, the organizational commitment will increase

These findings support the results of research conducted by Zulkifli & Italina (2020) which reveals that leadership has a positive and significant effect on organizational commitment. However, the results of this study do not support the research conducted by Bagis et al. (2020) which reveals that leadership has no significant effect on organizational commitment.

The Influence of Leadership on Employee Performance

Leadership has a significant effect on employee performance. Based on the results of statistical calculations with SmartPLS 3.0 in table 4. revealed that the influence of leadership on employee performance is a positive and insignificant effect with a path coefficient of 0.112 and a t-statistical value of 1.450 smaller than 1.96 and a probability value (P) of 0.148 greater than 0.05. Thus, it can be concluded that the second hypothesis is rejected. This indicates that if the leadership is improved, it has not been able to improve employee performance.

These findings support the results of research conducted by Shalahuddin (2013) which reveals that leadership has no significant effect on employee performance. However, the results of this study do not support the research conducted by Bagis et al. (2020), Zulkifli & Italina (2020) which reveals that leadership has a positive and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment has a positive and significant impact on employee performance. Based on the results of statistical calculations with SmartPLS 3.0 in table 4. revealed that the effect of organizational commitment on the performance of employees of Perumdam Tirta Kencana Samarinda City is significant with a path coefficient of 0.809 and a t-statistical value of 10.774 higher than 1.96 and a probability value (P) of 0.000 smaller than 0.05. Thus, it can be concluded that the third hypothesis is accepted. This indicates that if organizational commitments are increased, employee performance will increase.

These findings support the results of research conducted by Zulkifli & Italina (2020), Bagis et al. (2020), Edward & Purba (2020) which reveals that organizational commitment has a positive and significant effect on employee performance. However, the results of this study do not support the research conducted by Sholikhah (2017) which reveals that organizational commitment has no significant effect on employee performance

Organizational Commitment Mediates the Influence of Leadership on Employee Performance

Organizational commitment mediates the influence of leadership on employee performance. The direct influence of leadership on employee performance is insignificant with a path coefficient of 0.112 and a t-statistical value of 1.450 smaller than 1.96 and a probability value (P) of 0.148 greater than 0.05. Meanwhile, if the relationship is mediated by organizational commitments, it becomes significant with a path coefficient of 0.603 and a t-statistic of 9.737 greater than 1.96 and a probability value (P) of 0.000 smaller than 0.05. This means an organizational commitment to be able to fully mediate the influence of leadership and employee performance.

These findings support the results of research conducted by Zulkifli & Italina (2020) which reveals that organizational commitment mediates significant leadership influence on employee performance. However, the results of this study do not support the research conducted by Bagis et al. (2020) which reveals that organizational commitment does not mediate the influence of leadership on employee performance.

V. CONCLUSION

Based on the results of the hypothesis testing carried out, the following conclusions are obtained:

1. Leadership has a positive and significant influence on the organization's commitment to Perumdam Tirta Kencana Kota Samarinda. This means that if leadership is improved, it can increase organizational commitment.
2. Leadership has a positive and insignificant effect on the performance of Perumdam Tirta Kencana employees, this means that if leadership is improved, it has not been able to improve employee performance.
3. Organizational commitment has a positive and significant effect on the performance of Perumdam Tirta Kencana employees in Samarinda City. This means that if organizational commitment is increased, it can improve employee performance.
4. Leadership has a positive and significant effect on employee performance through organizational commitment. This means that organizational commitment can fully mediate.

VI. ACKNOWLEDGEMENTS

1. Perusahaan Umum Daerah Air Minum (Perumdam) Tirta Kencana Samarinda City which has provided opportunities and helped a lot during the research process.
2. All parties who have helped a lot in this research to completion.

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