

The Effect of Leadership Style, Organizational Culture and Job Satisfaction on Employee Performance with Organizational Commitment as the Intervening Variable

Bambang Raditya Purnomo¹, Anis Eliyana^{2*}, Elvina Dyah Pramesti³

¹Universitas Airlangga, Indonesia
bambang.raditya.purnomo-2014@feb.unair.ac.id

²Universitas Airlangga, Indonesia
anis.eliyana@feb.unair.ac.id

³Universitas Dr. Soetomo, Indonesia
Elvinadyahpramesti2020@gmail.com

Corresponding Author: Anis Eliyana, Universitas Airlangga, Indonesia

Email: anis.eliyana@feb.unair.ac.id

ABSTRACT

Utilization of resources or good employees is one of the determinants of success in the company. Through well-created resources, it will refer to employee performance. Employee performance is a component or aspect for a company to be successful. The employee performance needed by the company is of course the performance of employees who have achievements that can jointly achieve the main goals of the company and achieve companies that experience sustainable growth. This study aims to determine the effect of leadership style, organizational culture, and job satisfaction on employee performance, which is one of the determinants of company success with organizational commitment as an intervening variable. Respondents of this study were all employees of the Regional Revenue Agency of East Java, Surabaya, which amounted to 10% of the total population, namely 87 employees. This study uses a quantitative approach, and the data testing technique used in this study is to use the Partial Least Square (PLS) analysis technique which is part of Structural Equation Modelling (SEM).

Keywords: Leadership Style, Organizational Culture, Job Satisfaction, Organizational Commitment, Employee Performance, Quality Jobs, Sustainable Growth

Correspondence:

Anis Eliyana
Universitas Airlangga, Indonesia
Email: anis.eliyana@feb.unair.ac.id

INTRODUCTION

Human resources have a very important role in an organization, because human resources can be one of the factors that are directly involved in carrying out organizational activities and play a role in improving the organization in achieving its stated goals. In an increasingly challenging and complex workplace, practitioners and scholars have recognized the importance of effective human resource management for individual performance and subsequently for organizational success (Cesário & Chambel, 2017). This research has also suggested that organizations can promote human resource practices that are oriented towards commitment to achieving organizational goals and producing good quality work.

Organizations that succeed in achieving their goals will also depend heavily on their leaders. Leaders who are able to carry out their duties well, it is very likely that the organization will achieve its goals. Leaders also really need to pay attention to their leadership style in the process of directing and influencing the activities of their subordinates and coordinating subordinate goals and organizational goals so that both can be achieved. Leadership style is often considered the most important factor of organizational success or failure. According to Efendi & Graduate, (2020) leadership style is the ability to provide constructive influence to others or around to make collaborative efforts to achieve planned goals. Thus, leadership is an effort to influence employees by mobilizing available resources effectively and efficiently in

the entire management process to achieve the desired goals and create good quality work.

In addition to an effective leadership style needed in an organization to be able to improve employee performance in achieving predetermined goals, the leader will also form an organizational culture. Schein (2009) states that a leader shapes culture and in turn is shaped by the resulting culture. Observe that organizational culture and leadership are interrelated and illustrate this interconnection by looking at the relationship between leadership and culture in the context of the organizational life cycle. Organizational culture is a symbol and value that is shared by all members of the organization. Organizational culture is known to bind employees together and provide direction for company growth (Pawirosumarto *et al.*, 2017). Organizational culture will determine how employees' complete tasks and interact with each other in the organization (Narayana, 2017). This cultural pattern consists of various values, beliefs, rituals and symbols that govern the community's operating style in a company.

Inuwa, (2016) emphasized that organizational effectiveness and efficiency depend on how effective and efficient employees are in the organization. The ability of an employer to understand employee satisfaction at work related to daily responsibilities will have a major impact on employee productivity and performance. So that the job satisfaction of an employee also needs attention. Employee job satisfaction is known to be very important to enable an employee to bring out the maximum ability in his job. According to Setiawan *et al.*, (2020) explained that job

satisfaction reflects the feelings of workers while working at the company, and job satisfaction itself is highly dependent on the conditions of individual employees because each individual has aspects in assessing the level of job satisfaction. Thus, individuals with high job satisfaction are expected to spend all their abilities and energy to complete the work, so as to produce optimal performance for the organization.

Every employee in the organization must be highly committed to achieving the mission, vision and goals of the organization. The commitment factor to the company or its general term is organizational commitment which is suitable for analysis related to improving employee performance (Kawiana, 2018). Organizational commitment is defined as an employee's psychological attachment to their organization (Cesário & Chambel, 2017). A person who is committed will also have an organizational identity, he will work seriously, will be loyal and will have a positive attitude towards his organization (Hendri, 2019). These individuals will also display behaviors that will help the organization achieve its goals and also a willingness to be part of the organization in the long term. Employees who have high organizational commitment are employees who are more productive and stable so that in the end they are also more profitable for the organization (Setiawan *et al.*, 2019). It also refers to improving employee performance. Employee performance is very important for organizational growth and profitability, because employees are considered as the main business resource that facilitates the daily activities and operations of an organization (Yang & Hwang, 2014). Employee performance is also known to be a factor that can significantly affect organizational profitability. Because employee performance is the result achieved or achievements made in the workplace related to performance features, organizational policies, and organizational practices (Salman *et al.*, 2016). Thus, achieving and maintaining an increase in employee performance is indispensable for organizations to be able to achieve the main goals of the organization, achieve organizational competitive advantage, and achieve sustainable growth for the organization.

The Regional Revenue Agency of East Java Province is an agency in charge of carrying out regional government affairs based on the principle of autonomy. State Civil Apparatus within the Regional Revenue Agency of East Java Province in their work activities are known to always emphasize all apparatus resources to achieve high performance and achieve organizational goals appropriately. In achieving high employee performance, there are always many factors that influence it, including job satisfaction factors, discipline factors, communication factors, experience factors, work environment factors, competency factors, organizational culture factors, and commitment factors. However, according to observations made by researchers, various problems were found in the research location, namely the Regional Revenue Agency of East Java Province. The existence of a leadership style that is less assertive, and the absence of firm sanctions. Work discipline and work order regulations have been set forth in complete work procedures but are still formalities, have not been implemented properly, and are far from being actualized in the form of real actions. Employee dedication and loyalty are still low, there are even employees who are wrong in applying loyalty only to their superiors, but are not loyal to the vision, mission and duties of their institution.

In this regard, it is necessary to conduct research to determine what factors affect the performance of employees of the Regional Revenue Agency of East Java Province, by examining various factors that affect employee performance, which are expected to obtain an overview of matters related to employee performance improvement. This study tries to examine the factors, namely leadership style, organizational culture, and job satisfaction in improving the performance of employees of the Regional Revenue Agency of East Java Province with organizational commitment as an intervening variable.

LITERATURE REVIEW

Theoretical Basis

Leadership Style

Leadership is to invite and direct followers or subordinates to achieve common goals by creating a work environment that is more authoritative, effective, directed, and controlled (Abadiyah *et al.*, 2020). Leadership is one of the abilities needed by a leader in a company to lead the company (Bastari *et al.*, 2020). Leadership comes from the word "leading" which means guidance, while people who carry out guidance are called leaders (Bastari *et al.*, 2020). Leader's influence is known to make improvements to employees in achieving company goals. Meanwhile, the leadership style will be associated with the actions of a leader when leading followers or providing guidance (Rohman *et al.*, 2020). Leadership style is defined by Efendi & Graduate, (2020) as an ability that is used to provide constructive influence on others or around to make collaborative efforts in achieving planned goals. In addition, according to Pawirosumarto *et al.*, (2017) leadership style is a norm of behavior that a person uses when that person tries to influence the behavior of others, and it is known that each leader has different patterns to stimulate, foster, and direct the potential of his followers. Thus, through a leadership style an effort can be formed to direct or influence others by mobilizing available resources effectively and efficiently throughout the management process to achieve the desired goals.

Organizational Culture

Organizational culture is a symbol and value that is shared by all members of the organization. Organizational culture is known to bind employees together and provide direction for company growth (Pawirosumarto *et al.*, 2017). Organizational culture will determine how employees' complete tasks and interact with each other in the organization (Narayana, 2017). This cultural pattern consists of various values, beliefs, rituals and symbols that govern the community's operating style in a company. This culture will be uniquely owned by certain organizations as a differentiator between organizations and other organizations (Pawirosumarto *et al.*, 2017). Organizational culture is also a value system that is believed by all members of the organization which is applied, studied, and developed as an adhesive system as a reference for companies to achieve their goals (Raf *et al.*, 2014). In addition, culture will be at the core of what is important in the organization. Because organizational culture includes the activities of giving orders and prohibitions and describing things that are done and not done that regulate the behavior of members (Rantesalu *et al.*, 2017). Thus, culture will contain what we can or cannot do so that it can be considered as a guideline used to carry out activities in the organization. Basically, the organization within the established corporate culture is a tool to unite each individual who carries out joint activities in achieving goals.

Job Satisfaction

Employee job satisfaction is known to be very important to enable an employee to bring out the maximum ability in his job. According to [Setiawan *et al.*, \(2020\)](#) explained that job satisfaction reflects the feelings of workers while working at the company, and job satisfaction itself is highly dependent on the conditions of individual employees because each individual has aspects in assessing the level of job satisfaction. Job satisfaction is also considered a pleasant feeling as a result of the perception that work fulfills the important values of their job, and job satisfaction is an attitude or emotional response to various aspects of the job ([Anggarwati & Eliyana, 2015](#)). This is supported by the statement by [Siengthai & Pila-Ngarm, \(2017\)](#) which states that job satisfaction is a measurement of a person's experience or work in terms of positive emotions or pleasure at work ([Locke, 1976](#)) and people's feelings (like or dislike) at work ([Spector, 1997](#)). This definition refers to an employee's emotions that tend to lead to being more creative, productive, and committed to a job. Employee satisfaction also refers to job satisfaction that can be related to the job itself. In addition, according to [Inuwa \(2016\)](#) job satisfaction will symbolize the amount of optimism that is in line with real rewards and benefits.

Organizational Commitment

Organizational commitment can be defined as the extent to which an employee will experience a sense of community with their organization ([Syabarrudin *et al.*, 2020](#)). Organizational commitment is also a condition of employees who side with certain organizations and their goals, as well as the intention to maintain their membership in the company. In other words, organizational commitment will be related to the high desire of employees to share and sacrifice for the company. A company needs to have employees who have high organizational commitment to the company. That is because it can make them continue to survive and improve the services and products they produce. Employees who have high organizational commitment are employees who are more productive and stable so that in the end they are also more profitable for the organization ([Setiawan *et al.*, 2019](#)). [Kawiana, \(2018\)](#) states that the level of commitment, both between employees and the company and company commitment to employees is needed because it will create a professional work climate. Organizational commitment is considered a behavioral perspective where commitment is defined as a consistent path of activity.

Employee Performance

Performance is a stage of achievement in completing certain jobs ([Eliyana *et al.*, 2019](#)). [Anggarwati & Eliyana, \(2015\)](#) defines performance as the result of work completion which represents the level of achievement of each job and the fulfillment of expectations, policies, or requirements for the official role of the organization. Meanwhile, employee performance is the result of an employee's work during a certain period compared to various possibilities, such as criteria, standards, or targets that are mutually determined and agreed upon ([Muzakki *et al.*, 2019](#)). Employee performance is also known to be a factor that can significantly affect organizational profitability. Because employee performance is the result achieved or achievements made in the workplace related to performance features, organizational policies, and organizational practices ([Salman *et al.*, 2016](#)). So that what the organization needs will be in accordance with the goals

that have been set so that it will affect profitability. In this study also describes employee performance as the level of productivity of an employee, relative to his peers, on some work-related behaviors and outcomes, and is an individual's motivation to achieve certain goals or performance targets that can be obtained in terms of what results will be useful. for the individual as a result of achieving that goal and what value is placed on that outcome ([Salman *et al.*, 2016](#)). The performance produced by employees can also be interpreted as productivity which states the quality, quantity and contribution of work, so that when productivity is high, the overall performance in the organization will also be high.

Hypothesis Development

Leadership Style and Employee Performance

Performance is a measure of the success of an organization or it can be said that performance is used as a measure of the success of the company. Leadership style is a method used by a leader to influence the behavior of others, and leadership style is a method used by leaders to direct, influence, encourage and control others in achieving these goals ([Pawirosumarto *et al.*, 2017](#)). When this influence can achieve the desired goals, it will create the quantity and quality produced or the services provided by employees who perform the work in the form of employee performance ([Efendi & Graduate, 2020](#)). It can be said that if a company has good employee performance it will support the company to be successful or not. When a leader can implement a leadership style properly and correctly, it will refer to the leader as having strength that focuses on how to shape direction by adapting their strengths to influence followers by motivating them to work hard in order to support organizational goals ([Haslina *et al.*, 2010](#)). Through leadership will form the desire, belief, and priorities related to achieving influence, not securing an obedience. This is intended by leaders to make a follower or employee in the company shape their work-related behavior. So that the employee's behavior and actions will represent his contribution to the organization from the resulting performance. Because employee performance is referred to as results achieved or achievements made in the workplace ([Salman *et al.*, 2016](#)). This is also supported by research conducted by [Tampi, \(2014\)](#) and [Rustilah, \(2018\)](#) which found that leadership style has a positive and significant effect on employee performance.

Organizational Culture and Employee Performance

According to [Aktaş *et al.*, \(2011\)](#) culture can represent values, norms, beliefs, and attitudes that influence or determine a person's organizational behavior. The concept has also been defined by many others including ([Nusari *et al.*, 2018](#)) as "ideology, shared philosophy, values, beliefs, assumptions, expectations, behaviors and norms that bind organizations together". According to [Narayana, \(2017\)](#) different cultural backgrounds operating in a company can affect employee performance. A strong corporate culture is known to show that employees think the same way and have the same beliefs and ethical values as other employees in the company. When these ethical beliefs and values are in line with business goals, they prove to be effective in building teams because relationships and trust take place quickly. So that it will affect a better job evaluation, and it refers to an increase in employee performance. This is also supported by the statement of [Rantesalu *et al.*, \(2017\)](#) that basically organization in corporate culture is a tool to unite every individual who carries out joint activities, and

organizational culture is often described in various interactions of habitual characteristics that affect a group of people the environment. Thus, organizational culture is the social glue that is given to members of the organization. In addition, [Dhingra & Punia, \(2016\)](#) also argue that organizational culture can improve employee performance if what supports it can be understood. [Schneider *et al.*, \(2013\)](#) observed the role of culture in maintaining, maintaining, and improving employee performance in organizations. In this study revealed that organizational culture helps coordinate assignments and minimize inefficiencies in resource utilization. Employees who need organizational culture can support to achieve their individual goals, because organizational culture will function as coordination and internal integration between company operations and its employees. That way, a positive culture in an organization will support the adaptation and improve employee performance by shaping, motivating, and channeling their behavior towards achieving company goals.

Job Satisfaction and Employee Performance

Employee job performance has always been a major challenge in organizational management and in adopting effective ways to motivate employees to achieve and provide higher work performance and to increase organizational competitiveness which is the main goal of any business organization ([Lee *et al.*, 2011](#)). To achieve higher employee performance, it is best if the employee has first achieved job satisfaction. According to [Setiawan *et al.*, \(2020\)](#) explained that job satisfaction reflects the feelings of workers while working at the company, and job satisfaction itself is highly dependent on the conditions of individual employees because each individual has aspects in assessing the level of job satisfaction. This is supported by the results of research conducted by ([Bhatti *et al.*, 2014](#)) in studying job satisfaction, they revealed that there is a positive relationship between job satisfaction and increased employee performance. Job satisfaction will show the amount of optimism that is in line with real rewards and benefits ([Inuwa, 2016](#)). According to ([Verma *et al.*, 1985](#)), most employees today who have a high level of job dissatisfaction will create unwanted attitudes at work and in turn reduce their performance abilities and also their workplace. Therefore, it is important for employees to feel high in their job satisfaction to get an increase in their performance results which can also affect the main goals of the organization.

Organizational Commitment and Employee Performance

A committed employee will have an organizational identity, and he will work seriously, will be loyal to his job, and will have a positive attitude towards his organization ([Hendri, 2019](#)). These employees are also known to display behaviors that can help the organization achieve its goals precisely and also their willingness to be part of the organization in the long term. So that it can confirm the relationship between organizational commitment and performance. It is possible that organizational commitment contributes to knowledge sharing by increasing a person's perception of their organization. These employees will show a greater level of commitment

to their organization and will be more likely that they are engaged and can produce higher levels of performance ([Cesário & Chambel, 2017](#)). The study also states that organizational commitment is a possible critical predictor of organizational effectiveness and as a strong supporter of individual work achievement and high performance. According to [Kawiana, \(2018\)](#) that the level of commitment, both company commitment to employees and between employees and the company is needed because it will create a professional work climate. Organizational commitment will provide a behavioral perspective where commitment is defined as a consistent path of activity, so that the higher the employee's commitment to the organization can improve employee performance ([Kawiana, 2018](#)). So that the higher a person's commitment to their duties, the higher the employee's performance will be, and leads to a higher level of assessment.

Organizational Commitment to Mediate Leadership Style, Organizational Culture, Job Satisfaction on Employee Performance

Leadership style is known to encourage engagement or attachment to employees in the form of commitment that leads to the employee's performance. An employee who is committed to the organization will strive to produce better output for the company and is also a key role in determining employee performance ([Salman *et al.*, 2016](#)). In addition, according to [Kawiana, \(2018\)](#) the factors that affect employee performance, in theory and previous research conclude that the variables of organizational culture and job satisfaction also affect organizational commitment. Thus, the variable organizational commitment in this study acts as an intermediary variable or mediating the influence between organizational culture and job satisfaction on employee performance. Leadership style is defined by [Efendi & Graduate, \(2020\)](#) as an ability that is used to provide constructive influence on others or around to make collaborative efforts in achieving planned goals. Organizational culture is known to bind employees together and provide direction for company growth ([Pawirosumarto *et al.*, 2017](#)). Job satisfaction is also considered a pleasant feeling as a result of the perception that work fulfills the important values of their job, and job satisfaction is an attitude or emotional response to various aspects of the job ([Anggarwati & Eliyana, 2015](#)). Thus, it is known that these three variables are a form of positive aspects that shape an employee to be better at his job. This is also supported by their commitment to their organization, which will create a better and higher performance improvement. Because commitment to the organization is a condition of employees who side with the organization and its goals, as well as the intention to maintain their membership in the company ([Syabarrudin *et al.*, 2020](#)). In other words, organizational commitment will be related to the high desire of employees to share and sacrifice for the company. Furthermore, the component of commitment to work and results will affect employees with better performance and who are more focused on business is very important for organizational success ([Cesário & Chambel, 2017](#)).

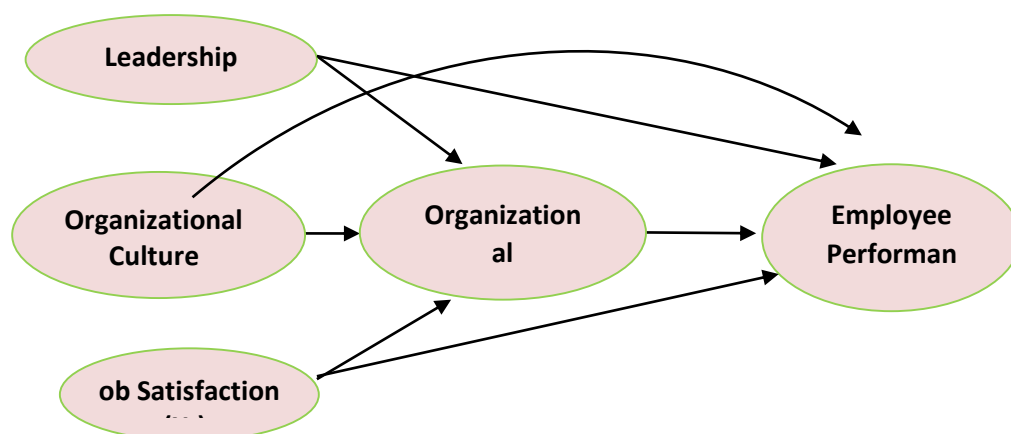


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Approach

This research is known to use a quantitative approach. The independent variables used in this study are leadership style (X1), organizational culture (X2), and job satisfaction (X3). The dependent variable used in this study is employee performance (Y), and the intervening variable in this study is organizational commitment (Z). In making the questionnaire in this study, the Likert scale technique was used to measure a person's opinions, attitudes, and perceptions about social phenomena that occur. The answer to each question given will be given a score starting from the largest, namely 5 to 1. The following is a Likert scale; with the score criteria, namely Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Simply Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1.

Operational Definition

Leadership Style

The leadership style in this study determines in giving influence to all employees of the Regional Revenue Agency of East Java Surabaya to make collaborative efforts in achieving planned goals. The leadership style variable is measured through five variable dimensions, namely: participatory style, caregiver style, authoritarian style, bureaucratic style, and task-oriented style. The variable of leadership style is measured based on by Robert House, in [Kreitner and Kinicki \(2008\)](#).

Organizational Culture

The organizational culture in this study is a shared meaning system that is shared by all employees of the Regional Revenue Agency of East Java, Surabaya, which distinguishes the organization from other organizations. The organizational culture variable is measured based on [Robbin \(2008\)](#).

Job Satisfaction

Job satisfaction in this study is a broad aspect and can not only be understood from the physical aspect of the job itself, but from the non-physical side felt by all employees

of the Regional Revenue Agency of East Java, Surabaya. Job satisfaction variable is measured based on Motivator-Hygiene [\(Kreitner & Kinichi, 2008\)](#).

Organizational Commitment

Organizational commitment in this study plays an important role in improving good performance for all employees of the Regional Revenue Agency of East Java, Surabaya, and neglect of commitment to the organization will cause a loss. The variable of organizational commitment is measured by Steers and Porter [\(in Soeprihanto, 2007\)](#).

Employee Performance

Employee performance in this study is the result of the achievements of the efforts that have been made by all employees of the Regional Revenue Agency of East Java, Surabaya, which can be measured by certain indicators. Employee performance variables are measured based on [Mas'ud \(2004\)](#).

Data and Sample Collection Techniques

In the data collection process in this study, data collection techniques were carried out through literature studies and direct data collection in the field (questionnaire). In this study, the total population is all employees of the Regional Revenue Agency of East Java, Surabaya, totaling 876 employees. As for the number of samples used in this study was 10% of the total population, namely 87 employees and the sampling technique was carried out by Stratified Random Sampling (taking samples from members of the population randomly and stratified proportionally).

Data Analysis Techniques

The analysis technique is used with the help of the Partial Least Square (PLS) application which is part of Structural Equation Modeling (SEM) to simplify the calculation and testing of research hypotheses.

Data Analysis

In this study, to find the results of testing the research hypothesis, namely, must pass the outer model evaluation and inner model evaluation because it uses the analysis technique with Partial Least Square (PLS).

Table 1

| N=87 | | Frequency | Percentage % | Total% |
|--------|--------|-----------|--------------|--------|
| Gender | Male | 42 | 48.28 | 42.28 |
| | Female | 45 | 51.72 | 100 |

| | | | | |
|------------------|-----------------|----|-------|-------|
| Age | <30 years old | 17 | 19.54 | 19.54 |
| | 30-40 years old | 39 | 44.83 | 64.37 |
| | >40 years old | 31 | 35.63 | 100 |
| Education | S2 | 9 | 10.34 | 10.34 |
| | S1 | 73 | 83.91 | 94.25 |
| | D3 | 5 | 5.75 | 100 |
| Years of service | >1-3 Years | 21 | 24.14 | 24.14 |
| | >3-5 Years | 37 | 42.53 | 66,67 |
| | >5 Years | 29 | 33.33 | 100 |

Note: Four (4) demographic variables were coded in the data as Gender, Age, Education and Years of Service.

Table 2

| Variables | Code | Factor Loading | | | | α | γ_s | CR | (AVE) |
|---------------------------|------|----------------|-------|-------|-------|----------|------------|-------|-------|
| Leadership Style | GK1 | 0,639 | | | | 0,963 | 0,966 | 0,965 | 0,523 |
| | GK2 | 0,733 | | | | | | | |
| | GK3 | 0,739 | | | | | | | |
| | GK4 | 0,789 | | | | | | | |
| | GK5 | 0,700 | | | | | | | |
| | GK6 | 0,625 | | | | | | | |
| | GK7 | 0,697 | | | | | | | |
| | GK8 | 0,685 | | | | | | | |
| | GK9 | 0,715 | | | | | | | |
| | GK10 | 0,821 | | | | | | | |
| | GK11 | 0,763 | | | | | | | |
| | GK12 | 0,742 | | | | | | | |
| | GK13 | 0,839 | | | | | | | |
| | GK14 | 0,792 | | | | | | | |
| | GK15 | 0,718 | | | | | | | |
| | GK16 | 0,715 | | | | | | | |
| | GK17 | 0,761 | | | | | | | |
| | GK18 | 0,699 | | | | | | | |
| | GK19 | 0,696 | | | | | | | |
| | GK20 | 0,727 | | | | | | | |
| | GK21 | 0,668 | | | | | | | |
| | GK22 | 0,719 | | | | | | | |
| | GK23 | 0,684 | | | | | | | |
| | GK24 | 0,692 | | | | | | | |
| | GK25 | 0,668 | | | | | | | |
| Organizational Culture | B01 | | 0,750 | | | 0,890 | 0,948 | 0,908 | 0,554 |
| | B02 | | 0,782 | | | | | | |
| | B03 | | 0,778 | | | | | | |
| | B04 | | 0,752 | | | | | | |
| | B05 | | 0,686 | | | | | | |
| | B06 | | 0,778 | | | | | | |
| | B07 | | 0,653 | | | | | | |
| | B08 | | 0,763 | | | | | | |
| Job Satisfaction | KK1 | | | 0,791 | | 0,910 | 0,918 | 0,929 | 0,650 |
| | KK2 | | | 0,851 | | | | | |
| | KK3 | | | 0,818 | | | | | |
| | KK4 | | | 0,812 | | | | | |
| | KK5 | | | 0,792 | | | | | |
| | KK6 | | | 0,778 | | | | | |
| | KK7 | | | 0,800 | | | | | |
| Organizational Commitment | KO1 | | | | 0,718 | 0,952 | 0,955 | 0,957 | 0,616 |
| | KO2 | | | | 0,780 | | | | |
| | KO3 | | | | 0,795 | | | | |
| | KO4 | | | | 0,830 | | | | |
| | KO5 | | | | 0,801 | | | | |
| | KO6 | | | | 0,738 | | | | |
| | KO7 | | | | 0,813 | | | | |
| | KO8 | | | | 0,751 | | | | |
| | KO9 | | | | 0,751 | | | | |
| | KO10 | | | | 0,822 | | | | |
| | KO11 | | | | 0,742 | | | | |

| | | | | | | | | | | |
|----------------------|------|--|--|--|-------|-------|-------|-------|-------|-------|
| | KO12 | | | | 0,812 | | | | | |
| | KO13 | | | | 0,816 | | | | | |
| | KO14 | | | | 0,811 | | | | | |
| Employee Performance | KP1 | | | | | 0,819 | 0,947 | 0,966 | 0,956 | 0,729 |
| | KP2 | | | | | 0,837 | | | | |
| | KP3 | | | | | 0,897 | | | | |
| | KP4 | | | | | 0,880 | | | | |
| | KP5 | | | | | 0,873 | | | | |
| | KP6 | | | | | 0,913 | | | | |
| | KP7 | | | | | 0,805 | | | | |
| | KP8 | | | | | 0,802 | | | | |

Note: GK (Leadership Style), BO (Organizational Culture), KK (Job Satisfaction), KO (Organizational Commitment), and KP (Employee Performance). Based on Table 2, it is known to produce a Validity Test which shows all indicators have met the research requirements because these results have met the validity and reliability requirements for the study. So that in the study it is stated that all indicators have an effect on latent variables.

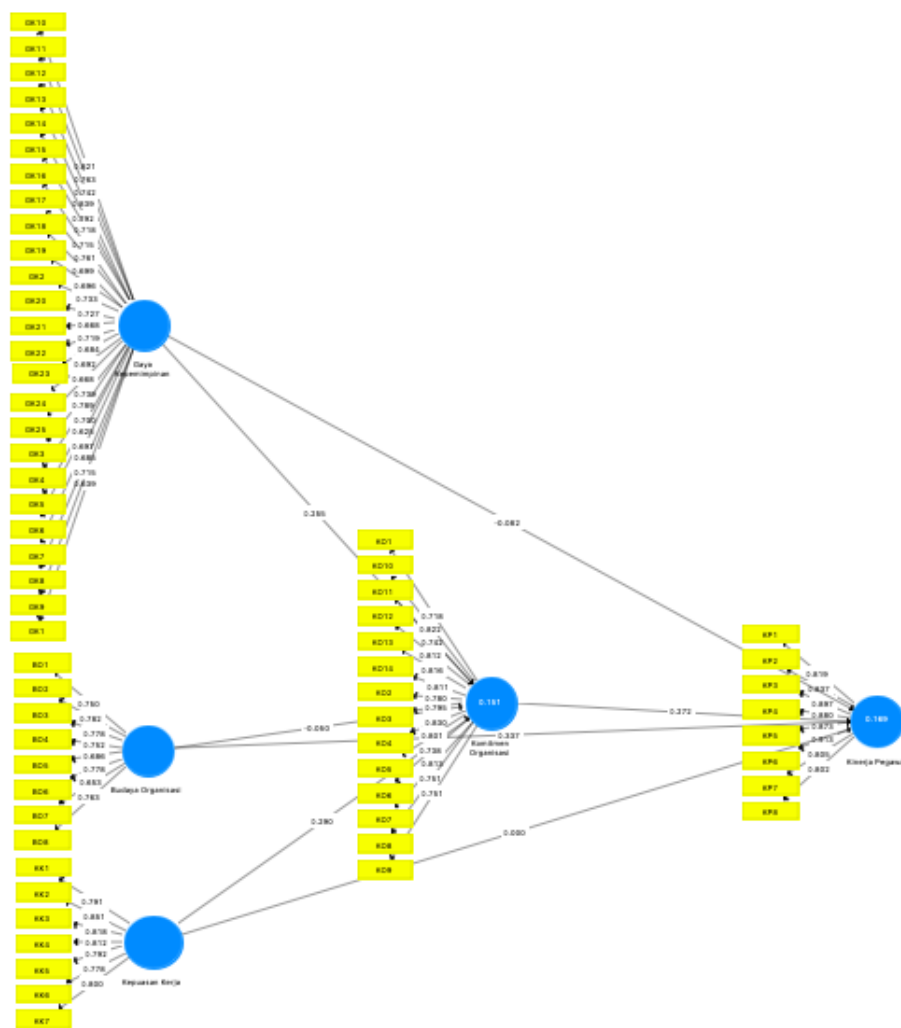


Figure 2. Outer Model Results

Table 3. Results Analysis Description

| Indicator | Mean | Category |
|---|-------|-----------|
| Leadership Style | | |
| The leader often consults with subordinates. | 4.506 | Very High |
| The leader treats subordinates equally with one another. | 4.529 | Very High |
| The leader interacts informally with his subordinates. | 4.540 | Very High |
| The leader mixes freely with the subordinates. | 4.609 | Very High |
| The leader makes his subordinates feel free. | 4.552 | Very High |
| The leader helps subordinates even though it is not a work-related problem. | 4.379 | Very High |

| | | |
|---|-------|-----------|
| Leaders praise and reward those who work hard. | 4.460 | Very High |
| Leaders take personal care in promoting their subordinates, for those who work hard | 4.379 | Very High |
| Leaders provide assistance to those who work hard. | 4.437 | Very High |
| The leader treats his subordinates like their own younger siblings | 4.540 | Very High |
| The leader does not tolerate any interference from his subordinates. | 4.494 | Very High |
| The leader demands that his subordinates do what they want to do. | 4.563 | Very High |
| Leaders feel confident in making the right decisions. | 4.598 | Very High |
| Leaders keep important information for themselves. | 4.494 | Very High |
| Leaders behave as if their power and prestige are important to children's obedience | 4.483 | Very High |
| Leaders prefer detailed procedures for doing work. | 4.483 | Very High |
| The leader expects his subordinates to obey the rules regarding their work | 4.483 | Very High |
| The leader leaves the big decision making in the hands of the boss (boss). | 4.529 | Very High |
| Leaders act according to organizational rules | 4.540 | Very High |
| Leaders give priority to people who have authority | 4.517 | Very High |
| The leader demands that his subordinates prioritize the implementation of tasks over other matters. | 4.540 | Very High |
| The leader expects his subordinates to finish the job on time. | 4.506 | Very High |
| Leaders always update their knowledge related to their work. | 4.552 | Very High |
| Leaders are very disciplined in carrying out work. | 4.529 | Very High |
| The leader really doesn't like his men who come late. | 4.529 | Very High |
| Mean Total | 4.511 | Very High |
| Organizational Culture | | |
| In the Body, employees devote all their abilities to work. | 4.448 | Very High |
| Within the Agency, the employee organizes his own work. | 4.483 | Very High |
| Employees are warm (friendly) in association. | 4.563 | Very High |
| Employees have the initiative (initiative). | 4.552 | Very High |
| The meeting (meeting) was held on time. | 4.563 | Very High |
| Everyone always pays attention to the costs incurred. | 4.586 | Very High |
| Employees feel safe with their work. | 4.517 | Very High |
| Employees feel proud and appreciated | 4.605 | Very High |
| Mean Total | 4.540 | Very High |
| Job Satisfaction | | |
| This Regional Revenue Agency provides better salaries than other Dinas | 4.483 | Very High |
| The allowance I received was sufficient | 4.506 | Very High |
| Promotion is always in my organization | 4.563 | Very High |
| The people I work with provide me with sufficient support | 4.448 | Very High |
| I enjoy working with friends here | 4.598 | Very High |
| The boss I worked for always supported me. | 4.598 | Very High |
| I like the level of responsibility in my job | 4.598 | Very High |
| Mean Total | 4.542 | Very High |
| Organizational Commitment | | |
| I am willing to go the extra mile beyond what is expected to make this Agency a successful success | 4.506 | Very High |
| I boast to others that the service I work for is a good organization | 4.483 | Very High |
| I am willing to accept all kinds of assignments to keep working with the organization. | 4.448 | Very High |
| My values are the same as the values of this organization. | 4.506 | Very High |
| I feel proud to be part of this organization. | 4.448 | Very High |
| This organization is really a great inspiration for me to excel. | 4.402 | Very High |
| I am willing to work overtime when my job is not finished | 4.460 | Very High |
| I maintain the good name of the agency I work for | 4.483 | Very High |
| I am willing to accept all orders and work in the organization. | 4.437 | Very High |
| The goals and values of the organization are aligned and in line with my goals and values | 4.506 | Very High |
| I feel fortunate to be part of this organization. | 4.437 | Very High |
| This agency gave me the opportunity and opportunity to be creative | 4.437 | Very High |
| I was very happy to choose this Agency for my place of work over other agencies, when I decided to join for the first time. | 4.471 | Very High |
| I really care about the fate of the organization | 4.494 | Very High |
| Mean Total | 4.466 | Very High |
| Employee Performance | | |
| The work quality of these employees is much better than other employees. | 4.460 | Very High |
| The efficiency of this employee exceeds the average of other employees. | 4.460 | Very High |
| The ability of this employee to carry out his main job is good. | 4.471 | Very High |
| These employees can carry out work in a timely manner | 4.437 | Very High |
| This employee's knowledge regarding the main job is good. | 4.414 | Very High |

| | | |
|---|-------|-----------|
| The level of creativity of this employee in carrying out the main job is good | 4.494 | Very High |
| These employees can carry out their duties according to agency policies and procedures. | 4.494 | Very High |
| Discipline of employees at the Revenue Agency is good | 4.471 | Very High |
| Mean Total | 4.463 | Very High |

Note: Shows a description of the respondent's answer to the variable Leadership Style, Organizational Culture, Job Satisfaction, Organizational Commitment, Employee Performance has a very high category.

Table 4

Result of R-Square Value

| Variable | Original Sample - R-Square |
|---------------------------|----------------------------|
| Employee Performance | 0,169 |
| Organizational Commitment | 0,151 |

Note: It is known that Employee Performance and Organizational Commitment has an R-Square value of > 0.25 which means it is a weak model.

Table 5

Result of F-Square Value

| Organizational Commitment Variable | R-Square | F-Square |
|---------------------------------------|----------|----------|
| <i>Included</i> | 0,169 | 0.000 |
| <i>Exclude Leadership Style</i> | 0,107 | 0,075 |
| <i>Exclude Organizational Culture</i> | 0,167 | 0,003 |
| <i>Exclude Job Satisfaction</i> | 0,088 | 0,098 |

Note: It is known that if the Leadership Style variable is removed, the influence on the Organizational Commitment variable is <0.15 or has a small effect, if the Organizational Culture variable is removed, the effect on the Organizational Commitment variable is <0.02 or has a very small effect, whereas if the Satisfaction variable Work is eliminated, so the influence on the Organizational Commitment variable is <0.15 or it also has a small effect.

Table 6

Result of F-Square Value

| Employee Performance Variables | R-Square | F-Square |
|--|----------|----------|
| <i>Included</i> | 0,151 | 0.000 |
| <i>Exclude Leadership Style</i> | 0,145 | 0,007 |
| <i>Exclude Organizational Culture</i> | 0,039 | 0,132 |
| <i>Exclude Job Satisfaction</i> | 0,151 | 0,000 |
| <i>Exclude Organizational Commitment</i> | 0,086 | 0,076 |

Note: It is known that if the Leadership Style variable is removed, the influence on the Employee Performance variable is <0.02 or has a very small effect, if the Organizational Culture variable is removed, the influence on the Employee Performance variable is <0.35 or has a moderate effect, if the Job Satisfaction variable eliminated, the influence on the Employee Performance variable is <0.02 or also has a very small effect, whereas if the Organizational Commitment variable is removed, the effect on the Employee Performance variable is <0.15 or also has a small effect.

Table 7

Result of Q-Square Value

| Variable | SSO | SSE | Q ² (=1-SSE/SSO) |
|---------------------------|------------|------------|-----------------------------|
| Employee Performance | 6.960.000 | 6.215.465 | 0,74305556 |
| Organizational Commitment | 12.180.000 | 11.219.094 | 0,54791667 |

Note: It is known that the Employee Performance and Organizational Commitment variables show that the Q-Square value is > 0. So, it shows that the dependent variable has predictive relevance.

Table 8

Path Coefficient Results

| Variable | T statistic | P Values | Information |
|---|-------------|----------|-----------------|
| Leadership Style -> Employee Performance | 0,627 | 0,531 | Not Significant |
| Organizational Culture -> Organizational Commitment | 0,349 | 0,727 | Not Significant |
| Job Satisfaction -> Employee Performance | 0,001 | 0,999 | Not Significant |
| Leadership Style -> Organizational Commitment | 2,452 | 0,015 | Significant |
| Organizational Commitment -> Employee Performance | 2,403 | 0,017 | Significant |
| Job Satisfaction -> Organizational Commitment | 2,631 | 0,009 | Significant |
| Organizational Culture -> Employee Performance | 2,969 | 0,003 | Significant |

Note: If the value of T-statistics, then the terms of T-statistics > 1.65 (significance level 10%) and the value of a P-value must be less than 0.10 to conclude that the relationship between the variables being tested is declared to have a significant effect.

Table 9

Results of the Specific Indirect Effect

| Variable | T statistic | P Values | Information |
|---|-------------|----------|-----------------|
| Organizational Culture -> Organizational Commitment -> Employee Performance | 0,321 | 0,748 | Not Significant |
| Leadership Style -> Organizational Commitment -> Employee Performance | 1,508 | 0,132 | Not Significant |
| Job Satisfaction -> Organizational Commitment -> Employee Performance | 1,663 | 0,097 | Significant |

Note: If the value of T-statistics, then the terms of T-statistics > 1.65 (significance level 10%) and the value of a P-value must be less than 0.10 to conclude that the relationship between the variables being tested is declared to have a significant effect.

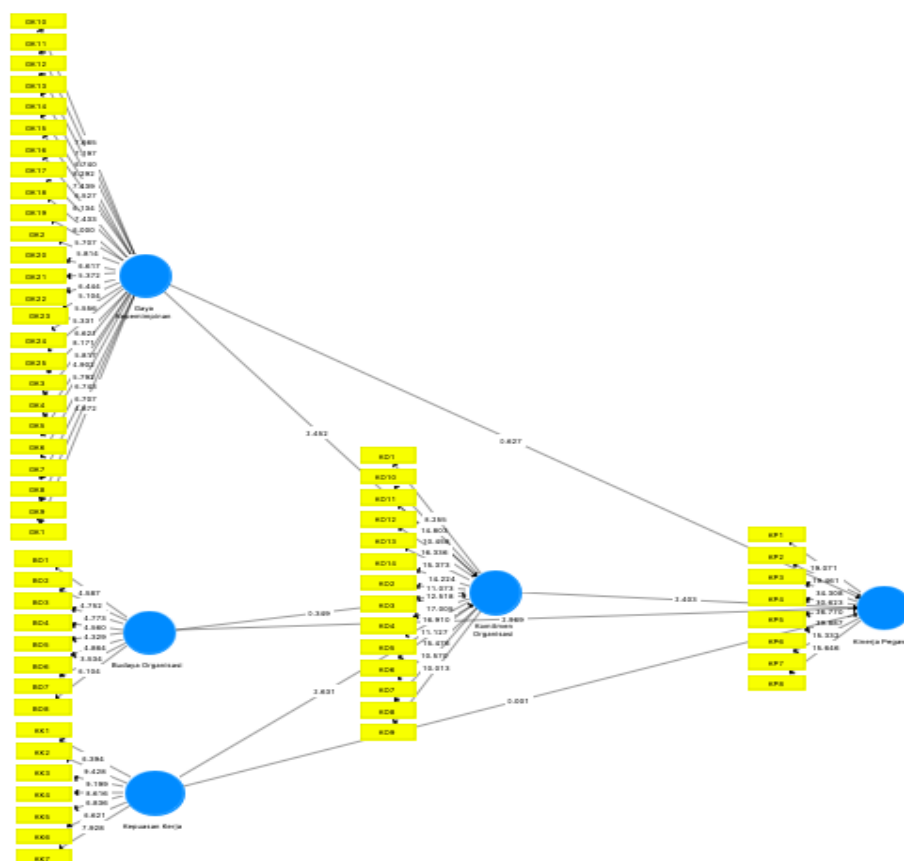


Figure 3. Inner Model Results

RESULTS AND DISCUSSION

Discussion

Direct Influence of Leadership Style, Organizational Culture, Job Satisfaction, Organizational Commitment to Employee Performance

Based on the results of research and the theoretical basis that has been developed, it was found that organizational culture and organizational commitment are able to directly and significantly influence employee performance in the Regional Revenue Agency of East Java, Surabaya. Meanwhile, leadership style and job satisfaction cannot significantly influence employee performance in the Regional Revenue Agency of East Java, Surabaya. This is supported by research by [Dhingra & Punia, \(2016\)](#) which argues that organizational culture can improve employee performance if what supports it can be understood. Thus, it shows that employees at the Regional Revenue Agency

of East Java Surabaya are able to understand and implement organizational culture properly and appropriately. When these beliefs and ethical values are in line with the business objectives of the Surabaya East Java Regional Revenue Agency, they are proven to be effective. in team building because relationships and trust happen quickly. So that it will affect a better job evaluation, and it refers to an increase in employee performance. In addition, it is also supported by research [Cesário & Chambel, \(2017\)](#) that employees who show a greater level of commitment to their organization are more likely to be involved and can produce higher levels of performance. Employees at the East Java Surabaya Regional Revenue Agency are known to display behaviors that can help the organization achieve its goals precisely and also their willingness to be part of its organization in the long term. So that it can confirm the relationship between

organizational commitment and their performance. The leadership style applied in the East Java Surabaya Regional Revenue Agency and the job satisfaction felt by employees at the Surabaya East Java Regional Revenue Agency shows a very high category. Meanwhile, the performance of employees at the Regional Revenue Agency of East Java, Surabaya also shows a very high category. But it turns out that they cannot influence each other significantly. This can happen because based on the research results show that in the Regional Revenue Agency of East Java, Surabaya, employees are more able to influence their performance based on organizational culture and organizational commitment. That way, they still achieve high performance even though their leadership style and job satisfaction are not able to significantly influence them. In the analysis that has been processed using partial least square (SmartPLS), it is known that the variable Organizational Culture on Employee Performance has the greatest influence which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable organizational culture on employee performance has a T-Statistics value of 2.969. Thus, it shows that Organizational Culture has a significant effect on Employee Performance in the Regional Revenue Agency of East Java, Surabaya. So that it is known that the higher and better the organizational culture that is applied to the Regional Income Agency of East Java, Surabaya, it will affect the increase in Employee Performance in the Regional Revenue Agency of East Java, Surabaya.

In the analysis that has been processed using partial least square (SmartPLS), it is known that the Job Satisfaction variable on Organizational Commitment gives the second biggest influence which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable Job Satisfaction on Organizational Commitment has a T-Statistics value of 2,631. Thus, it shows that Job Satisfaction has a significant effect on Organizational Commitment in the Regional Revenue Agency of East Java, Surabaya. So it is known that the higher the job satisfaction received by employees at the Regional Revenue Agency of East Java, Surabaya, it will affect the increase in employee organizational commitment in the Regional Revenue Agency of East Java, Surabaya.

In the analysis that has been processed using partial least square (SmartPLS), it is known that the leadership style variable on organizational commitment has the third greatest influence, which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable Leadership Style on Organizational Commitment has a T-Statistics value of 2.452. Thus, it shows that Leadership Style has a significant effect on Organizational Commitment in the Regional Revenue Agency of East Java, Surabaya. So it is known that the higher and better the leadership style applied in the Regional Revenue Agency of East Java, Surabaya, will affect the increase in organizational commitment of employees in the Regional Revenue Agency of East Java, Surabaya.

In the analysis that has been processed using partial least square (SmartPLS), it is known that the variable Organizational Commitment to Employee Performance has the fourth greatest influence which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable Organizational Commitment to Employee

Performance has a T-Statistics value of 2.403. Thus, it shows that Organizational Commitment has a significant effect on Employee Performance in the Regional Revenue Agency of East Java, Surabaya. So it is known that the higher the organizational commitment felt by employees at the Regional Revenue Agency of East Java, Surabaya, it will affect the increase in employee performance in the Regional Revenue Agency of East Java, Surabaya.

In the analysis that has been processed using partial least square (SmartPLS), it is known that the variable leadership style on employee performance gives the third smallest influence which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable Job Satisfaction on Employee Performance has a T-Statistics value of 0.627. Thus it shows that the Leadership Style has no significant effect on Employee Performance in the Regional Revenue Agency of East Java, Surabaya. So that it is known that the leadership style applied in the Regional Revenue Agency of East Java, Surabaya, cannot significantly influence the increase in employee performance at the Regional Revenue Agency of East Java Surabaya.

In the analysis that has been processed using partial least square (SmartPLS), it is known that the variable Organizational Culture on Organizational Commitment gives the second smallest influence which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable Organizational Culture on Organizational Commitment has a T-Statistics value of 0.349. Thus, it shows that Organizational Culture has no significant effect on Organizational Commitment in the Regional Revenue Agency of East Java, Surabaya. So, it is known that the organizational culture applied in the Regional Revenue Agency of East Java, Surabaya, cannot significantly influence the increase in organizational commitment of employees in the Regional Revenue Agency of East Java, Surabaya.

In the analysis that has been processed using partial least square (SmartPLS), it is known that the Job Satisfaction variable on Employee Performance has the least effect which can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the analysis show that the variable Job Satisfaction on Employee Performance has a T-Statistics value of 0.001. Thus, it shows that Job Satisfaction has no significant effect on Employee Performance in the Regional Revenue Agency of East Java, Surabaya. So that it is known that the organizational commitment felt by employees at the Regional Revenue Agency of East Java, Surabaya, cannot significantly influence the increase in employee performance in the Regional Revenue Agency of East Java, Surabaya.

Indirect Influence of Organizational Commitment to Mediate Leadership Style, Organizational Culture, Job Satisfaction on Employee Performance

In the analysis that has been processed using partial least square (SmartPLS), it is known that what can be mediated by the Organizational Commitment variable or can be indirectly influenced is only aimed at the effect of Job Satisfaction on Employee Performance. Meanwhile, Organizational Culture on Employee Performance and Leadership Style on Employee Performance cannot be significantly mediated by the Organizational Commitment variable. This can be seen from the value of Table 8 which shows the results of the path coefficient. The results of the

analysis show that the variable Job Satisfaction on Employee Performance through Organizational Commitment has a T-Statistics value of 1.663. Thus, it shows that Organizational Commitment has a significant effect on mediating Job Satisfaction on Employee Performance in the Regional Revenue Agency of East Java, Surabaya. It also shows that there is full mediation because with organizational commitment, employee job satisfaction at the East Java Surabaya Regional Revenue Agency can affect their performance. Meanwhile, if there is no organizational commitment, it is known that job satisfaction cannot significantly affect their performance. This is also supported by research according to Kawiana, (2018) which states that the variable organizational commitment in research can act as an intermediary variable or mediating the effect of job satisfaction on employee performance. Job satisfaction is considered a pleasant feeling as a result of the perception that work fulfills the important values of the work of employees at the Regional Revenue Agency of East Java, Surabaya, and job satisfaction is an attitude or emotional response to various aspects of the job. This shows that the job satisfaction felt by employees in the Regional Revenue Agency of East Java, Surabaya, is able to have a positive influence on their job evaluation and is able to make them stay in the organization with commitment. With those who are committed to their organization, employees at the Surabaya East Java Regional Revenue Agency will create better and higher performance improvements. Furthermore, the component of commitment to work will affect employees at the Regional Revenue Agency of East Java, Surabaya with better performance and who are more focused on business is very important for organizational success.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the results and discussion that has been done, the conclusions that can be drawn in this study are that leadership style has no significant effect on employee performance, organizational culture has a significant effect on employee performance, job satisfaction has no significant effect on employee performance, organizational commitment has a significant effect on employee performance, and the mediating effect of organizational commitment is only aimed at the effect of job satisfaction on employee performance (full mediation). This is supported by a statement from Cesário & Chambel, (2017) that recognizing the importance of effective human resource management is useful for individual performance and then for organizational success. Thus this study looks at the influence of leadership style variables, organizational culture, job satisfaction, and organizational commitment to direct and influence the improvement of their employees' performance. In the research results, it is known that the variable of leadership style does not support this aspect in significantly affecting employee performance improvement. And through the variable job satisfaction can only be passed with the help of mediation of organizational commitment. So that in this study, in directing and influencing employee performance improvement, it can be seen from the influence of organizational culture, job satisfaction, and organizational commitment. It is intended to be able to achieve the main goals of the organization, achieve organizational

competitive advantage, and achieve sustainable growth for the organization.

Suggestions

The results of this study can be used as recommendations by the company's management regarding leadership style, organizational culture and job satisfaction with performance with organizational commitment as an intervening variable. This can affect the increase in leadership style by increasing the suitability of leadership actions with organizational regulations, can affect the improvement of organizational culture by increasing the warm attitude (friendly) of employees in relationships, can affect the increase in employee job satisfaction by increasing employee preference for responsibility for their respective jobs, can affect the increase in organizational commitment by increasing the feeling of pride of employees towards their offices, and can affect the increase in employee performance by increasing the ability of employees to carry out work on time. Thus, through aspects of leadership style, organizational culture, job satisfaction, and organizational commitment, good attention can affect the improvement of employee performance in a company. So that it is hoped that it can help in achieving organizational goals effectively and efficiently and still producing good quality work.

REFERENCE

1. Abadiyah, R., Eliyana, A., & Sridadi, A. R. (2020). Motivation, leadership, supply chain management toward employee green behavior with organizational culture as a mediator variable. *International Journal of Supply Chain Management*, 9(3), 981–989.
2. Aktaş, E., Çiçek, I., & Kiyak, M. (2011). The effect of organizational culture on organizational efficiency: The moderating role of organizational environment and CEO values. *Procedia - Social and Behavioral Sciences*. <https://doi.org/10.1016/j.sbspro.2011.09.092>
3. Anggarwati, A., & Eliyana, A. (2015). The Influence of Creative Self-Efficacy Towards Creativity with Job Satisfaction as Intervening Variable at PT. Smile Island Surabaya. *International Journal of Economics and Business Administration*, III(Issue 1), 90–99. <https://doi.org/10.35808/ijeba/65>
4. Bastari, A., Eliyana, A., & Wijayanti, T. W. (2020). Effects of transformational leadership styles on job performance with job motivation as mediation: A study in a state-owned enterprise. *Management Science Letters*, 10(12), 2883–2888. <https://doi.org/10.5267/j.msl.2020.4.019>
5. Bhatti, M. A., Battour, M. M., Ismail, A. R., & Sundram, V. P. (2014). Effects of personality traits (big five) on expatriates adjustment and job performance. In *Equality, Diversity and Inclusion*. <https://doi.org/10.1108/EDI-01-2013-0001>
6. Cesário, F., & Chambel, M. J. (2017). Linking Organizational Commitment and Work Engagement to Employee Performance. *Knowledge and Process Management*, 24(2), 152–158. <https://doi.org/10.1002/kpm.1542>
7. Dhingra, R., & Punia, B. (2016). Impact of Organizational Culture on Employees' Readiness to Change A Study in Indian Perspective. *Journal of Management Research*.
8. Efendi, M. N. R. S. R., & Graduate. (2020). The Performance of Employees Influenced by Leadership

- Styles and Compensation. *International Journal of Multicultural and Multireligious Understanding*, 2017, 292–299.
9. Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
10. Haslina, H. B., Intan Maizura, A. R., & Aidanazima, A. (2010). *International Journal of Business and Management*. 5(3), 2.
11. Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>
12. Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal*, 1(1), 90–103.
13. Kawiana, I. G. P. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International Research Journal of Management, IT and Social Sciences*, 5(3), 35–45. <https://doi.org/10.21744/irjmis.v5i3.666>
14. Lee, J. H., Wang, P. S., Park, H. D., Wu, C. I., & Kim, J. J. (2011). A high performance inverted organic light emitting diode using an electron transporting material with low energy barrier for electron injection. *Organic Electronics*. <https://doi.org/10.1016/j.orgel.2011.07.015>
15. Muzakki, M., Eliyana, A., & Muhtadi, R. (2019). Is Employee Performance Affected by Organizational Cuoture, Work Motivation and Organizational Citizenship Behavior (OCB)?: An Empirical Investigation. *IJIEEB: International Journal of Integrated Education, Engineering and Business*, 2(1), 36–42.
16. Narayana, A. (2017). A Critical Review of Organizational Culture on Employee Performance. *American Journal of Engineering and Technology Management*, 2(5), 72. <https://doi.org/10.11648/j.ajetm.20170205.13>
17. Nusari, M., Al Falasi, M., Alrajawy, I., Sayed Khalifa, G., & Isaac, O. (2018). The Impact of Project Management Assets and Organizational Culture on Employee Performance. *International Journal of Management and Human Science (IJMHS)*, 2(3), 2590–3748.
18. Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
19. Rantesalu, A., Mus, A. R., & Arifin, Z. (2017). *The effect of competence, motivation and organizational culture on employee performance: the mediating role of organizational commitment*. 4(9), 8–14. <https://doi.org/10.31227/osf.io/m7wqs>
20. Rohman, A., Eliyana, A., Purwana, D., & Hamidah. (2020). Individual and organizational factors' effect on knowledge sharing behavior. *Entrepreneurship and Sustainability Issues*, 8(1), 38–48. [https://doi.org/10.9770/jesi.2020.8.1\(3\)](https://doi.org/10.9770/jesi.2020.8.1(3))
21. Salman, M., Khan, M. N., Javaid, M., & Din, M. N. u. (2016). Leadership Style and Employee Performance Through Mediating Role of Work Engagement. *American Journal of Business and Society*, 1(3 PG-129–135), 129–135. NS -
22. Schneider, B., Ehrhart, M. G., & MacEy, W. H. (2013). Organizational climate and culture. In *Annual Review of Psychology*. <https://doi.org/10.1146/annurev-psych-113011-143809>
23. Setiawan, R., Eliyana, A., & Suryani, T. (2019). *GREEN CAMPUS COMPETITIVENESS: IMPLEMENTATION OF SERVANT LEADERSHIP*. 9(1), 617–630.
24. Setiawan, R., Eliyana, A., Suryani, T., & Christopher, J. (2020). Creating job satisfaction in a strict organization. *Opcion*, 36(SpecialEdition27), 376–385.
25. Siengthai, S., & Pila-Ngarm, P. (2017). Evidence-based HRM: a Global Forum for Empirical Scholarship The interaction effect of job redesign and job satisfaction on employee performance. *Iss International Journal of Productivity and Performance Management Chinese Management Studies Iss Downloaded by Universiti Putra Malaysia At*, 4(05), 162–180. <http://dx.doi.org/10.1108/EBHRM-01-2015-0001%5Cnhttp://dx.doi.org/10.1108/0001%5Cnhttp://dx.doi.org/10.1108/>
26. Syabarrudin, A., Eliyana, A., & Naimah, J. (2020). Does employees' self-efficacy drive their organizational commitment? *Systematic Reviews in Pharmacy*, 11(4), 135–141. <https://doi.org/10.31838/srp.2020.4.21>
27. Verma, A., Mowday, R. T., Porter, L., & Steers, R. M. (1985). Employee-Organization Linakges: The Psychology of Commitment, Absenteeism and Turnover. *Industrial and Labor Relations Review*. <https://doi.org/10.2307/2523856>
28. Yang, C. L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*. <https://doi.org/10.1108/CMS-09-2011-0079>