



## ***The Influence of Leadership Style and Organizational Culture on Employee Performance through Organizational Commitment as Intervening Variable***

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### **Abstract**

*This study aims to examine and analyze the influence of leadership and organizational culture on employee performance through organizational commitment as intervening variable of Makassar New Port Project of PT. PP (Persero) Tbk. Data was collected by a survey method, using direct observation and questionnaire instrument made on the paper and distributed to 103 employees with three job division, namely finance & administration, engineering, and operational. Of the 103 employees, 103 responded. Data is then analyzed using the IBM SPSS Statistics 25 program. The results showed that leadership styles and organizational culture has a positive and significant direct effect on organizational commitment, leadership styles and organizational culture has a positive and significant direct effect on employee performance, Organizational commitment has a positive and significant direct effect on employee performance. The results of the analysis also show that leadership styles and organizational culture has no significant effect on employee performance through organizational commitment. This implies that leadership style, organizational culture and organizational commitment play a key role in increasing employee performance.*

**Keywords :** leadership; culture; commitment; employee performance.

### **INTRODUCTION**

To improve Indonesia's productivity and competitiveness in the global market competition, the Government of Indonesia is making efforts to accelerate projects that are considered strategic and have high urgency to be realized in a short period of time. The government of Indonesia established several infrastructure development projects in national strategic project to improve economic growth. Makassar New Port Project Phase 1B and Phase 1C is one of the national strategic project constructed by PT PP (Persero) Tbk as a State-Owned Enterprises and important to be completed in 2022. Accelerating project completion through improving employee performance of the Makassar New Port project is part of human resource management. In a corporate organization, humans are the main subject of running company operations, including managing and utilizing the technology used. An organization really needs effective leadership, namely the ability to influence and motivate to achieve organizational goals (Gibson et al., 2014). Besides that, organizational culture guides employees in carrying out their responsibilities. Leadership style and organizational culture are expected to form employee commitment and has effect in increasing employee performance. Based on the research results, leadership and organizational commitment has a significant effect on word performance (Eliyana et al., 2019). So this study wants to find the influence of leadership styles and organizational culture on employee performance through organizational commitment.

## **LITERATURE REVIEW**

### **Leadership**

Leadership occurs when someone tries to influence behavior of an individual or a group either beside, below or above in the organizational structure without paying attention to reasons (Hersey & Campbell, 2004).

Effective communication is a major requirement in leadership style. According to (Yukl, 2010) management and leadership are two different things. Management seeks to allocate resources within the organization while leadership seeks to produce organizational change. This means that leadership has a broader definition besides influencing people, it also means creating a change, setting common goals, communicating change and being able to move people to achieve organizational targets.

According to (Malayu S. P. Hasibuan, 2017) the dimensions of leadership style such as; authoritarian leadership, delegative leadership, and participatory leadership. Participatory leadership known as a managerial leadership, which prioritizes the supervising and monitoring of each individual performance.

### **Organizational Culture**

Organizational culture is an understanding, prediction and management of human resources in an organization (Luthans, 2012). Organizational culture is the basic values, beliefs and principles that are the foundation for management systems and practices and behaviors that enhance and strengthen these principles. Organizational culture is also defined as a form of assumptions that a group has, is accepted implicitly and determines how the group feels, thinks about and reacts to the environment (Kreitner & Kinicki, 2007)

Culture is a complex on the assumption of behavior, stories, metos metaphor, and a variety of other ideas that became the one to determine what it means to be a member of a particular community (Stoner et al., 1996). Organizational culture can be defined as the system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by the members of an organization as a code of conduct and solving problems organization (Edy Sutrisno, 2012). According to (Deal & Kennedy, 1982), culturally strong and positive influence on the behavior and the effectiveness of the company's performance, while (Hackett et al., 1994) states that, the willingness of employees to donate energy to the achievement of organizational objectives significantly affected by forms of commitment to the organization. Based on these description, it can be said that, the cultural organization with is linked directly to organizational commitment and employee performance improvement.

### **Organizational Commitment**

Organizational commitment is an attitude that reflects employee loyalty to the organization and their concern for organizational success. According to (Robbins, 2006) organizational commitment as a stage in which the employee recognizes a certain group with the goals and hopes to maintain the status as the group member.

Commitment appears in three part that have closely relationship, first; identification with the organizational mission, second; psychological involvement with organizational tasks and finally loyalty to the organization (Dessler, 2015). Organizational commitment is needed as an indicator of employee performance. Employees with high commitment can be expected to show optimal performance. A person who joins an organization at a company is required to be committed to himself (Ghoniya & Masurip, 2011). According to (Mowday et al., 1979) organizational commitment is the involvement of employees in loyalty to the organization, willingness to direct efforts, goals and values in line with the organization and the desire to maintain membership in the organization. In the research (Khan et al., 2010) shows a significant effect that commitment is a significant predictor of influencing employee performance, both public and private employees.

Organizational commitment has strong and positive relationship to work performance (Ahmad et al., 2010; Hettiarachchi & Jayathura, 2014).

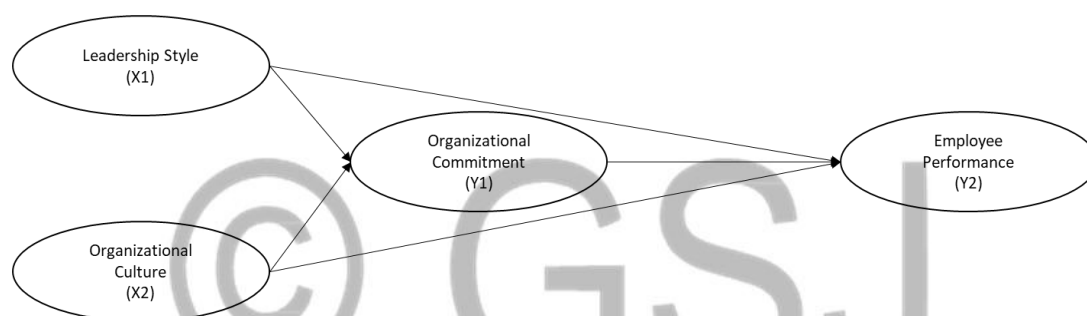
### Employee Performance

The success of a company is absolutely determined by the performance of each employee and the company's ability to measure the performance of each employee. Employee performance is something that is achieved or the ability and willingness of employees are influenced by the rewards given by the leadership of the company so that employees are encouraged to work harder (Mandey & Sahanggamu, 2014).

Employee performance becomes low if it is completed beyond the time limit provided or is not resolved at all (Nawawi, 2015). According to (Kiruja, 2013) employee performance is a function of ability, motivation and commitment, where capabilities consist of the skills, training and resources needed to perform tasks. While (Santos et al., 2018) defined employee performance is a person's ability to carry out activities that contribute to the development of the organization's technical core.

### Conceptual Model

Further, according to the strong relationship from theoretical and empiric study from the variables that become the focus of this study, so that conceptual framework in this study has showed in **Figure 1**.



**Figure 1.** The Conceptual Model

The hypotheses tested in this study are as follows:

- H<sub>1</sub> *It is suspected that leadership style has a significant and positive effect on organizational commitment at Makassar New Port Project*
- H<sub>2</sub> *It is suspected that organizational culture has a significant and positive effect on organizational commitment at Makassar New Port Project*
- H<sub>3</sub> *It is suspected that organizational commitment has a significant and positive effect on employee performance at Makassar New Port Project*
- H<sub>4</sub> *It is suspected that leadership style has a significant and positive effect on employee performance at Makassar New Port Project*
- H<sub>5</sub> *It is suspected that organizational culture has a significant and positive effect on employee performance at Makassar New Port Project*
- H<sub>6</sub> *It is suspected that leadership style has a significant and positive effect on employee performance through organizational commitment at Makassar New Port Project*
- H<sub>7</sub> *It is suspected that organizational culture has a significant and positive effect on employee performance through organizational commitment at Makassar New Port Project*

## RESEARCH METHOD

### Location and Research Design

This research was conducted at Makassar New Port Project Phase 1B and Phase 1C - PT. PP (Persero) Tbk, Makassar City, South Sulawesi Province.

This study is designed to test the hypotheses which aims to examine the effect of variable X (leadership style and organizational culture as independent variable) on Y1 (organizational commitment as intervening dependent variable) and Y2 (employee performance as dependent variable).

### Population or Samples

As for the population in this study are active employee of Makassar New Port Project – PT. PP (Persero) Tbk totaling 103 people. In this study, we used saturated sampling method which takes all of the population as the sample target. After collecting data from all respondents stated that deserved to be analyzed further, namely 103 respondents.

The details of sampling can be seen in the table as follows:

**Table 1.** List of Research Sample Distribution

| No           | Division                   | Population | Sample     |
|--------------|----------------------------|------------|------------|
| 1            | Administrative and Finance | 10         | 73         |
| 2            | Engineering                | 13         | 60         |
| 3            | Operational                | 80         | 52         |
| <b>TOTAL</b> |                            | <b>103</b> | <b>103</b> |

Source: Primary Data Processed

### Data Collection Method

Data collection is done with the technique of direct submitting from respondents and guiding respondents to fill out questionnaires. Score in determining the respondent's answer, using a likert scale. The data collection method is carried out openly, where respondents get information about the purpose of this study in order to provide answers that are in accordance with the research objectives and do not deviate which can result in biased research results due to the unsuitable data obtained.

### Data Analysis Method

To answer all the hypotheses that have been put forward in this study, we used 2 (two) analysis model; qualitative analysis and quantitative analysis. In qualitative analysis by describing the data that has been collected without any conclusions. This method can be regarded as general information and additional when needed. In quantitative analysis, we used path analysis diagram technique with the help of IBM SPSS V25 program.

The reason for choosing this type of research is because the researcher wants to know how much influence the leadership style and organizational culture have effect on organizational commitment and employee performance at Makassar New Port Project.

Meanwhile equation of the path analysis in this study;

$$Y1 = pY1X1 + pY1X2 + e \dots\dots\dots(1)$$

$$Y2 = pY2X1 + pY2X2 + pY2(pY1X1 + pY1X2) + e \dots\dots\dots(2)$$

## EMPIRICAL RESULTS

### Descriptive Statistics

The research data that was collected after the distribution of the questionnaire reach 103 employee gave responses to the questionnaire. Characteristics of respondents based on the type of position and age of service can be seen in **Table 2** and **Table 3**.

**Table 2.** Respondent Data Based on Division

| No | Division                   | Number of Respondents | Percentage |
|----|----------------------------|-----------------------|------------|
| 1  | Administrative and Finance | 10                    | 9,71 %     |
| 2  | Engineering                | 13                    | 12,62 %    |
| 3  | Operational                | 80                    | 77,67 %    |

Source: Primary Data Processed

**Table 3.** Respondent Data Based on Duration Work in PT PP (Persero) Tbk

| No | Duration Work      | Number of Respondents | Percentage |
|----|--------------------|-----------------------|------------|
| 1  | 1-4 years          | 50                    | 48,54 %    |
| 2  | 5-9 years          | 26                    | 25, 24 %   |
| 3  | More than 10 years | 27                    | 26,21 %    |

Source: Primary Data Processed

## Prerequisite Evaluations

### Validity Test

Validity testing is used to measure whether a questionnaire is valid or invalid. It is considered to meet the criteria if  $r_{\text{arithmetic}} > r_{\text{table}}$  (Umar, 2005) where  $r_{\text{table}}$  can be seen in product moment karl pearson table with 5% significance and  $n(\text{data}) = 103$ . Furthermore, the result validity values to measure the level of validity can be seen in table below

**Table 4.** Validity Test Leadership Style with Pearson Correlation

| No | Statement | r table pearson correlation | r arithmetic | Label |
|----|-----------|-----------------------------|--------------|-------|
| 1  | X1.1      | .193                        | .641         | Valid |
| 2  | X1.2      | .193                        | .791         | Valid |
| 3  | X1.3      | .193                        | .834         | Valid |
| 4  | X1.4      | .193                        | .539         | Valid |
| 5  | X1.5      | .193                        | .695         | Valid |
| 6  | X1.6      | .193                        | .677         | Valid |
| 7  | X1.7      | .193                        | .791         | Valid |
| 8  | X1.8      | .193                        | .665         | Valid |
| 9  | X1.9      | .193                        | .636         | Valid |
| 10 | X1.10     | .193                        | .716         | Valid |
| 11 | X1.11     | .193                        | .794         | Valid |
| 12 | X1.12     | .193                        | .745         | Valid |
| 13 | X1.13     | .193                        | .744         | Valid |
| 14 | X1.14     | .193                        | .645         | Valid |
| 15 | X1.15     | .193                        | .796         | Valid |
| 16 | X1.16     | .193                        | .692         | Valid |
| 17 | X1.17     | .193                        | .584         | Valid |
| 18 | X1.18     | .193                        | .787         | Valid |

Source: Primary Data Processed

**Table 5.** Validity Test Organizational Culture with Pearson Correlation

| No | Statement | r table<br>pearson<br>correlation | r arithmetic | Label |
|----|-----------|-----------------------------------|--------------|-------|
| 1  | X2.1      | .193                              | .728         | Valid |
| 2  | X2.2      | .193                              | .766         | Valid |
| 3  | X2.3      | .193                              | .635         | Valid |
| 4  | X2.4      | .193                              | .712         | Valid |
| 5  | X2.5      | .193                              | .739         | Valid |
| 6  | X2.6      | .193                              | .847         | Valid |
| 7  | X2.7      | .193                              | .734         | Valid |
| 8  | X2.8      | .193                              | .705         | Valid |
| 9  | X2.9      | .193                              | .697         | Valid |
| 10 | X2.10     | .193                              | .718         | Valid |
| 11 | X2.11     | .193                              | .838         | Valid |
| 12 | X2.12     | .193                              | .687         | Valid |
| 13 | X2.13     | .193                              | .688         | Valid |
| 14 | X2.14     | .193                              | .763         | Valid |

Source: Primary Data Processed

**Table 6.** Validity Test Organizational Commitment with Pearson Correlation

| No | Statement | r table<br>pearson<br>correlation | r arithmetic | Label |
|----|-----------|-----------------------------------|--------------|-------|
| 1  | Y1.1      | .193                              | .560         | Valid |
| 2  | Y1.2      | .193                              | .582         | Valid |
| 3  | Y1.3      | .193                              | .460         | Valid |
| 4  | Y1.4      | .193                              | .494         | Valid |
| 5  | Y1.5      | .193                              | .650         | Valid |
| 6  | Y1.6      | .193                              | .504         | Valid |
| 7  | Y1.7      | .193                              | .505         | Valid |
| 8  | Y1.8      | .193                              | .354         | Valid |
| 9  | Y1.9      | .193                              | .543         | Valid |
| 10 | Y1.10     | .193                              | .528         | Valid |
| 11 | Y1.11     | .193                              | .388         | Valid |
| 12 | Y1.12     | .193                              | .380         | Valid |
| 13 | Y1.13     | .193                              | .466         | Valid |
| 14 | Y1.14     | .193                              | .443         | Valid |

Source: Primary Data Processed

**Table 4.** Validity Test Employee Performance with Pearson Correlation

| No | Statement | r table<br>pearson<br>correlation | r arithmetic | Label |
|----|-----------|-----------------------------------|--------------|-------|
| 1  | Y2.1      | .193                              | 0,507        | Valid |
| 2  | Y2.2      | .193                              | 0,292        | Valid |
| 3  | Y2.3      | .193                              | 0,385        | Valid |
| 4  | Y2.4      | .193                              | 0,314        | Valid |
| 5  | Y2.5      | .193                              | 0,313        | Valid |
| 6  | Y2.6      | .193                              | 0,440        | Valid |
| 7  | Y2.7      | .193                              | 0,387        | Valid |
| 8  | Y2.8      | .193                              | 0,343        | Valid |
| 9  | Y2.9      | .193                              | 0,415        | Valid |
| 10 | Y2.10     | .193                              | 0,422        | Valid |
| 11 | Y2.11     | .193                              | 0,424        | Valid |
| 12 | Y2.12     | .193                              | 0,474        | Valid |
| 13 | Y2.13     | .193                              | 0,467        | Valid |

|    |       |      |       |       |
|----|-------|------|-------|-------|
| 14 | Y2.14 | .193 | 0,418 | Valid |
| 15 | Y2.15 | .193 | 0,372 | Valid |
| 16 | Y2.16 | .193 | 0,630 | Valid |
| 17 | Y2.17 | .193 | 0,680 | Valid |
| 18 | Y2.18 | .193 | 0,676 | Valid |
| 19 | Y2.19 | .193 | 0,417 | Valid |
| 20 | Y2.10 | .193 | 0,387 | Valid |

Source: Primary Data Processed

### Reliability Test

The result of reliability testing in this study, namely cronbach's alpha scores. This method is a measure of internal consistency and reliable. It is considered to meet the criteria if cronbach's alpha scores reliability is  $> 0.6$  (Sujarweni, 2014)

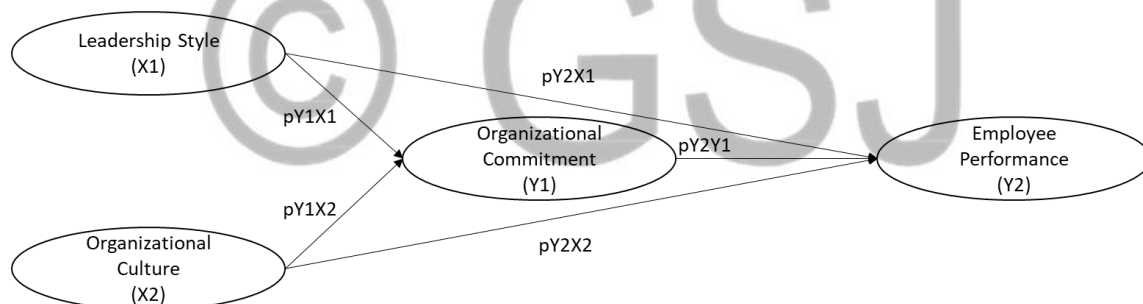
**Table 5.** Reliability Result

| No | Variable | Cronbach's Alpha | Standart | Label    |
|----|----------|------------------|----------|----------|
| 1  | X1       | .762             | .60      | Reliable |
| 2  | X2       | .767             | .60      | Reliable |
| 3  | Y1       | .720             | .60      | Reliable |
| 4  | Y2       | .716             | .60      | Reliable |

Source: Primary Data Processed

### Research Results

Based on the conceptual model and equation above, path analysis model can be seen in **Figure 2** below.



**Figure 2.** The Equation Path Analysis Model

### The Direct Effect Leadership Style and Organizational Culture on Organizational Commitment

Linear analysis model can be seen on calculation by using IBM SPSS v25 program as follows.

**Table 6.** First Equation Analysis Results

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                        | B                           | Std. Error | Beta                      |       |      |
| 1     | (constant)             | 37.720                      | 4.809      |                           | 7.844 | .000 |
|       | Leadership Style       | .124                        | .049       | .235                      | 2.522 | .013 |
|       | Organizational Culture | .196                        | .064       | .287                      | 3.078 | .003 |

a. Dependent Variable : Organizational Commitment

**Table 7. Model Summary of First Equation**

| Model | R                 | R Square | Adjusted R Square | Std. Error of The Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .408 <sup>a</sup> | .167     | .150              | 3.45460                    |

- a. Predictors: (Constant), Organizational Culture, Leadership Style  
b. Dependent Variable: Organizational Commitment

For  $\epsilon_1 = \sqrt{1 - R \text{ square}} = \sqrt{1 - 0.167} = 0.912$  so that based on **Table 6**, the structural equations can be described as follows:  $Y_1 = 0.235X_1 + 0.287X_2 + 0.912\epsilon_1$ . Value significance of leadership style is 0.013 and organizational culture is 0.003. These values are smaller compared to 0.05 means the leadership style and organizational culture affect organizational commitment. Meanwhile, based on **Table 7**, it is known that R square value of 16.7% means leadership style and organizational culture variables affect organizational commitment of 16,7% while the rest is influenced by other variables not included in the equation model.

### The Direct Effect Leadership Style and Organizational Culture on Employee Performance

Linear analysis model of the second equation can be seen on calculation by using IBM SPSS v25 program as follows.

**Table 8. Second Equation Analysis Results**

| Model |                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                           | B                           | Std. Error | Beta                      |       |      |
| 1     | (constant)                | 35.916                      | 6.875      |                           | 5.224 | .000 |
|       | Leadership Style          | .215                        | .057       | .318                      | 3.773 | .000 |
|       | Organizational Culture    | .264                        | .075       | .302                      | 3.536 | .001 |
|       | Organizational Commitment | .282                        | .112       | .220                      | 2.511 | .014 |

- a. Dependent Variable : Employee Performance

**Table 9. Model Summary of Second Equation**

| Model | R                 | R Square | Adjusted R Square | Std. Error of The Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .606 <sup>a</sup> | .368     | .348              | 3.88572                    |

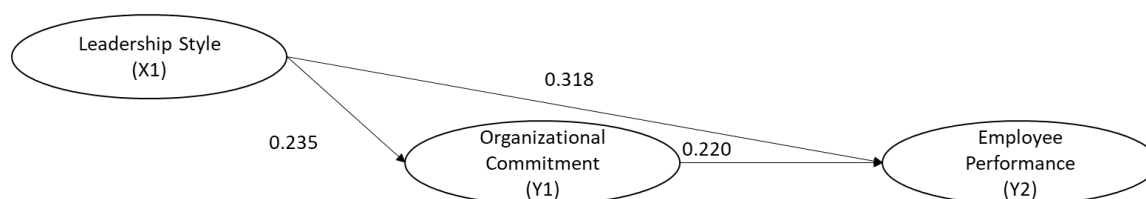
- a. Predictors: (Constant), Leadership Style, Organizational Culture, Organizational Commitment  
b. Dependent Variable: Employee Performance

For  $\epsilon_2 = \sqrt{1 - R \text{ square}} = \sqrt{1 - 0.368} = 0.794$  so that based on **Table 8**, the structural equations can be described as follows:  $Y_2 = 0.318X_1 + 0.302X_2 + 0.220(0.235X_1 + 0.287X_2) + 0.794\epsilon_2$  so  $Y_2 = 0.368X_1 + 0.362X_2 + 0.794\epsilon_2$ . Value significance of leadership style is 0.000, organizational culture is 0.001 and organizational commitment is 0.014. These values are smaller compared to 0.05 means the leadership style, organizational culture and organizational commitment affect employee performance. Meanwhile, based on **Table 9**, it is known that R square value of 36.8% means leadership style, organizational culture, organizational commitment variables affect employee performance of 36,8% while the rest is influenced by other variables not included in the equation model.

### The Non-Direct Effect Leadership Style on Employee Performance Through Organizational Commitment

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with substructure picture below.



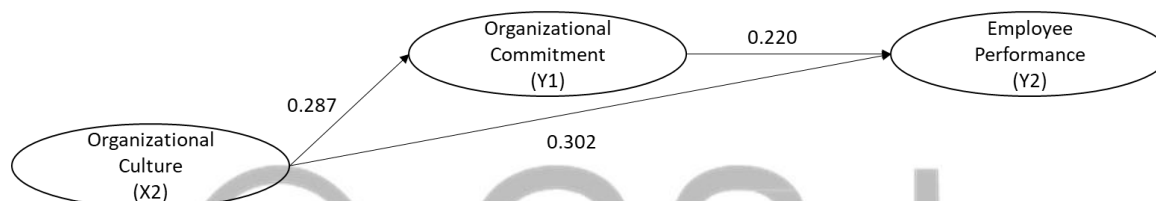


**Figure 3.** Analysis of Effect of X1 on Y2 Through Y1

The non-direct effect of leadership style on employee performance through organizational commitment is  $0.235 \times 0.220 = 0.052$ . If we compared to the direct effect value, that value is greater than the non-direct effect ( $0.318 > 0.052$ ). It means that the organizational commitment variables not as intervening variable.

### **The Non-Direct Effect Organizational Culture on Employee Performance Through Organizational Commitment**

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with substructure picture below.



**Figure 4.** Analysis of Effect of X2 on Y2 Through Y1

The non-direct effect of organizational culture on employee performance through organizational commitment is  $0.287 \times 0.220 = 0.063$ . If we compared to the direct effect value, that value is greater than the non-direct effect ( $0.302 > 0.062$ ). It means that the organizational commitment variables not as intervening variable.

## **DISCUSSION**

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

Based on the results of testing the first hypothesis, leadership style has a significant positive effect on organizational commitment with a beta coefficient value of 0.235 (23,5%) and value significance of  $0.013 < 0.05$ .

The results of this study are in line with previous research (Nurjanah, 2008) which state that leadership has a positive effect on organizational commitment. Leadership behavior that is oriented towards relationship which include build trust, provide inspiration and vision, encourage creativity have effect on commitment employees. The organization will be disadvantage if employees who is in it has no organizational commitment.

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

Based on the results of testing the first hypothesis, organizational culture has a significant positive effect on organizational commitment with a beta coefficient value of 0.287 (28,7%) and value significance of  $0.003 < 0.05$ .

The results of this study are in line with previous research (Kharisma et al., 2019) which state that organizational culture has a positive effect on organizational commitment.

### **The Effect of Leadership Style on Employee Performance**

Based on the results of testing the first hypothesis, leadership style has a significant positive

effect on employee performance with a beta coefficient value of 0.318 (31,8%) and value significance of  $0.000 < 0.05$ .

The results of this study are in line with previous research (Fajrin & Susilo, 2018) which state that organizational culture has a positive effect on employee performance.

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

Based on the results of testing the first hypothesis, leadership style has a significant positive effect on employee performance with a beta coefficient value of 0.318 (31,8%) and value significance of  $0.000 < 0.05$ .

The results of this study are in line with previous research (Fajrin & Susilo, 2018) which state that organizational culture has a positive effect on employee performance.

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

Based on the results of testing the first hypothesis, organizational commitment has a significant positive effect on employee performance with a beta coefficient value of 0.220 (22%) and value significance of  $0.014 < 0.05$ .

The results of this study are in line with previous research (Saryanto & Amboningtyas, 2017) which state that organizational commitment has a positive effect on employee performance.

#### **The Effect of Leadership Style on Employee Performance through Organizational Commitment**

Based on the results of testing the second hypothesis, leadership style has a significant positive effect on employee performance through organizational commitment with value 0.052 where its value smaller than the direct effect leadership style on employee performance so that it can be said that organizational commitment variable not as intervening variable.

The results of this study are in line with previous research (Siagian et al., 2018) which state that job satisfaction cannot mediate the influence of leadership style variables on employee performance variables

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

Based on the results of testing the second hypothesis, organizational culture has a significant positive effect on employee performance through organizational commitment with value 0.063 where its value smaller than the direct effect organizational culture on employee performance so that it can be said that organizational commitment variable not as intervening variable.

The results of this study are in line with previous research (Budiono, 2016) which state that the culture of organization on the performance of employees through the commitment of organization as an intervening variable has been proven of no influence

### **CONCLUSION**

Leadership style and organizational culture are two variables that have a positive and significant effect on organizational commitment and employee performance respectively. Organizational commitment variable also have a positive and significant effect on employee performance. Based on the results of this study, leadership style and organizational culture have important effect for an organization. Improving and developing leadership style or organizational culture is expected to perform activities and generate result high level performance. Organizational commitment is not fully significance influenced by leadership style or organizational culture variables but also influenced by other variables which are not examined in this study.

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