



## The Influence of Leadership and Organizational Commitment on Organizational Performance through Motivation as a Mediation Variables in Pt. Asi Namura Jaya Jakarta

Amintas<sup>1</sup>, Bomer Pasaribu<sup>2</sup>, Guswandi<sup>3</sup>

Universitas Krisnadwipayana

Campus Unkris Jatiwaringin PO BOX 7774/Jat CM Jakarta 13077, Indonesia

### ABSTRACT

*This study examines and analyzes the influence of leadership and organizational commitment on organizational performance through motivation. The research was conducted at PT. Asi Naura Jaya Jakarta, with a research sample of 60 people. The sampling technique is random sampling and data analysis uses path analysis. The results showed that leadership and organizational commitment have significant effect on motivation. Organizational commitment has no effect on organizational performance, motivation and has a significant effect on organizational performance and leadership and organizational commitment through motivation have a significant impact on organizational performance.*

**KEYWORDS:** leadership, organizational commitment, motivation, organizational performance

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### I. INTRODUCTION

The business world is synonymous with competition, especially with the new era in the world today, namely globalization. Globalization has brought the market situation into a perfectly competitive market on a world scale. Almost all business fields have no boundaries between countries, including the traffic of human resources. Human resources from other countries can work in Indonesia and vice versa. In a situation like this, human resources are significant resources in winning the competition because the economy is increasingly based on knowledge.

Humans always play an active and dominant role in every organizational activity because humans become planners, actors, and determinants for realizing organizational goals. The goal is impossible to achieve without employees' active role, even though the company's tools are very sophisticated. The company's sophisticated tools are of no use to the company if the active roles of employees are not included. External and internal factors greatly influence organizational performance. External factors such as the economic, political, and other conditions, both on a local, national and international scale, and internal factors, namely factors that originate from within the company, such as leadership, organizational commitment, and human resources motivation. A phenomenon that often occurs in an organization is when good organizational performance drops. One of the causes is weak leadership in the organization, low commitment to the organization and lack of employee motivation.

Organizations cannot be separated from human resource problems because, until now, human resources have become the center of attention and a foundation for organizations or companies to survive in the increasingly fierce competition in this era of globalization. These increasingly stringent demands make human resource management managed adequately by paying attention to all the needs to achieve the stated organizational goals. The performance of an organization is often only related to capital problems or financial performance achievements. Human resource issues often go unnoticed, even though human resource problems play a significant role in reality. The existing phenomenon is a critical note on the performance of several BUMNs that are still losing money, apart from being caused by external factors that are uncontrollable but also partly due to weak competitiveness. These weaknesses stem from slow business anticipation due to changing environmental dynamics, inadequate quality of human resources and leaders, and the possibility that the bureaucracy is too long in making decisions. Regarding talent management, of course, requires the capacity of strong and experienced leaders.

The human resources needed in the current era of globalization are human resources capable of mastering technology quickly, adaptively, and responsively to environmental changes and technological changes. Human resource management has a significant role in meeting needs and responding to challenges in a company's context. Nawawi (2000), companies need reliable human resources to improve their performance. Low organizational performance is a phenomenon that often occurs in organizational circles. This condition is a big problem that arises in every organization.

In managing human resources, leadership is needed because it is the organization's leader who can build commitment and encourage motivation for employees to achieve optimal organizational performance. Brahmawati's (2016) research found that leadership has a significant effect on organizational performance. Likewise, the results of Eliyana's (2019) study state that works motivation has a significant effect on organizational performance, and leadership has a significant effect on motivation.

A person's commitment to the organization or company is an important issue in the world of work. Such is the importance of this. Some organizations have dared to include an element of commitment as one of the conditions for holding a position or position offered in job vacancies. Unfortunately, although this is very common, it is not uncommon for employers and employees to not understand the meaning of commitment seriously. Even though this understanding is very important to create conducive working conditions so that the company can run efficiently and effectively (Kuntjoro, 2002). Research by Kurnia, D., & Subagja, I. K (2019) explains that organizational commitment affects organizational performance.

The current definition of commitment is no longer merely a form of employee willingness to stay with the company for a long period. But more importantly than that, they are willing to give their best to the company, even willing to do something beyond the limits required by the company. This, of course, can only happen if employees are happy and satisfied in the company concerned (Hasibuan 2005).

Employee commitment is one of the keys determining an organization's success or failure to achieve its goals. Employees who are committed to the organization usually show a work attitude full of attention to their duties. They have a heavy responsibility to carry out their duties and are very loyal to the company. Commitment to the organization is seen as very important in business. Committed employees will be willing to put the interests of the company ahead of their interests.

Human resource utilization activities very much determine the success of organizational management. Based on this, it is essential to realize that there are techniques to maintain employee performance and job satisfaction by encouraging (motivation) subordinates to carry out tasks according to job descriptions and directions. One type of organization whose level of competition is very tight is a company in the construction sector because it requires the expertise and competence of human resources. The development of technology plays a huge role in changing the work system in the construction field from conventional to fully automatic with sophisticated equipment. Several factors affect its activities and performance behind a successful company, which are influenced by various problems such as economy, production processes, capital, and human resources (employees). The human resources of a company are very dependent on how the company can respond to market challenges.

PT Asi Namura Jaya is an organization/company engaged in general contracting, which includes building, bridge, road and goods procurement contractors within the government. In its activities, it does not escape business competition, therefore the management of human resources is essential. Companies must continue to improve themselves to encourage their organization as a business-based organization. One of them is to strive to create organizational commitment to encourage employee motivation to achieve good performance. Also, efforts to create a good organizational climate, good leadership will ultimately affect the work motivation of employees to improve organizational performance. Organizational leaders must also lead their organization through good control, application of discipline, and assertiveness in decision making. In an organization, the leadership factor plays a very important role because it is the leader who will move the organization in achieving the goals set. Employee motivation is also thought to be strongly influenced by the superior's leadership style, therefore leaders must understand the different behavior of subordinates.

Performance is often interpreted as the result or achievement of activity both individually and in an organizational context. The potential for certain behavior is called ability, while the expression of this potential is known as performance. Hasibuan (2005: 6) suggests that performance results from work achieved by a person in carrying out the tasks assigned to him based on skill, experience and seriousness and time.

The survival of an organization depends on its leader. Leaders are often a critical success indicator in achieving organizational goals. A good leader must be sensitive to change, be able to analyze what are the weaknesses and strengths of both internal and external to the organization so as to be able to promote employee performance improvement and organizational performance.

A leader's ability is a means to achieve goals, which means that subordinates meet needs depending on the skills and willingness of the leader. Leadership is expected to create an organizational climate capable of bringing in resources that can improve performance in order to achieve organizational goals. It is further

explained that if there are differences or gaps with the leadership regarding the climate that is felt and expected, it will create job dissatisfaction, decrease work motivation, and lead to abuse of rights and obligations, ultimately resulting in organizational performance not being fulfilled optimally. These problems are increasingly compounded by organizations' tendency to develop and adjust to the development of the surrounding environment so that human resources often lose motivation, and leaders find it increasingly difficult to satisfy members' needs and achieve organizational goals simultaneously.

Motivation is a process that determines the intensity of direction and individual persistence in achieving goals (Robbins, 2006). Other researchers who have tested the relationship between motivation and employee performance are Prasetyo, A. E., Rivai, A., & Subagja, I. K. (2019); Cahyono (2005); Hakim (2006), the results of the study indicate that work motivation affects organizational performance. Therefore, the organization must have a leader who is leading and able to move the organization to change. which in the end from there will be achieved organizational performance.

## **II. LITERATURE REVIEW**

### ***Leadership***

A person will be able to influence the performance of an organization, depending on how he performs leadership activities in it (Bangun 2012). One opinion states that leadership is a psychological process in accepting responsibility for tasks, oneself, and others' fate (Bangun 2012; 337). Leadership, according to Du Brin (2005: 3), suggests that leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or commands, actions that cause others to act or respond and cause positive change, important dynamic forces that motivate and coordinating the organization in order to achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved.

Robbins (2006: 39) suggests that leadership can influence a group towards the achievement of goals. Siagian (2002: 62) argues that leadership is a person's ability to influence others so that the other person is willing to do the will of the leader even though personally it may not be liked by him. Nimran (2004: 64) argues that leadership or leadership is a process of influencing other people's behavior to behave as desired.

Yasin (2001: 6) argues that the success of organizational development business activities is mostly determined by the quality of the leadership or management and the commitment of the organization's top leaders to the required energy investment and the personal efforts of the leadership. Siagian (2002: 66) suggests that the role of leaders or leadership in organizations or companies has three forms, namely (1) interpersonal roles, (2) informational roles, (3) and decision-making roles. What is meant by an interpersonal role in an organization is that a leader in a company or organization is a symbol of the existence of the organization, a leader is responsible for motivating and providing direction to subordinates, and a leader has a role as a liaison. An informational role implies that a leader in the organization has a role as a provider, recipient and analyzer of information. Meanwhile, the leader's role in decision-making means that the leader has a role as a determinant of policies to be taken in the form of business strategies that can develop innovation, take opportunities or opportunities and negotiate and run a business consistently.

In leadership, it is closely related to leadership style, which is a way for leaders to influence others/subordinates in such a way that the person wants to do the will of the leader to achieve organizational goals Siagian (2002: 83) states that there are three types of leadership behavior that are different among managers namely: task-oriented behavior, relationship-oriented behavior and participatory leadership. Behavioral leadership theory says that a manager's leadership style will directly affect the effectiveness of the workgroup (Kreitner and Kinicki, 2005: 302). The workgroup in the company is a work grouping in the form of a work unit and a manager leads each work unit. Another trait that will indicate effective leadership is emotional intelligence. This theory states that without emotional intelligence, a person may receive extraordinary training, high analytical thinking, effective vision and an endless supply of intelligent ideas, but still not make him a great leader. A major component of emotional intelligence is empathy. Empathetic leaders can sense the needs of others.

Leadership is one of the duties of managers in achieving organizational goals, therefore leadership is a function of management (Bangun 2012; 339). From the various opinions above, it can be concluded that leadership is a process of directing and influencing others to want to carry out their duties to achieve organizational goals. Leadership in organizations has their respective characteristics.

### ***Organizational Commitment***

The management of an organization is always required to promote better growth or progress from time to time. According to Robbins (2006: 155), organizational commitment is an attitude that reflects the feelings of like or dislike of employees towards the organization. Organizational commitment is defined as encouragement

from within the individual to do something to support the success of the organization following the goals and put the interests of the organization above personal interests (Wiener, 1982).

Meanwhile, according to Mowday et al (1979), organizational commitment shows a strong belief and support for the values and goals the organization wants to achieve. Organizational commitment is a condition where an employee side with a particular organization and its goals and desires to maintain membership in that organization. So high job involvement means taking sides with an individual's particular job, while high organizational commitment means siding with the organization that recruits the individual (Robbins, 2006).

In some cases, the failure in the form of commitment is caused by accumulation and several factors include (1) the commitment maker never evaluates the extent of the results achieved, (2) at the functional level is unable to describe properly what has become a commitment, (3) commitment what is made is not based on a clear consensus (4) even though there is a consensus but it is not consistently implemented and does not have any consequences.

Malthis (2002: 99) defines organizational commitment as the level of trust and acceptance of labor towards organizational goals and a desire to remain in the organization. This explanation is almost the same as other experts, namely the match between the individual's vision and mission and the organization. This attitude is identified in three ways: 1. Strong belief in accepting the values and goals of the organization 2. Willingness to give effort to the organization 3. A strong desire to improve its role as a member of the organization. The organizational commitment of some of the experts above has almost the same emphasis, which contains an understanding of the form of employee loyalty to remain in the organization, whatever happens, then also identification of things that are closely related in the world of the organization, and the involvement of members to stay in the organization for the sake of achieving the goals of the organization.

### **Work Motivation**

A certain motive must drive every person to carry out a certain action; motivation usually arises because of unfulfilled needs, goals to be achieved, or desired expectations (Wibowo 2016, 109) Motivation is a process that describes a person's strength, direction, and indentation to achieve goals. Therefore, in general, motivation is related to efforts towards each goal (Robbins, 2006: 127). According to Heller in Wibowo (2016) states that motivation is the desire to act. Work motivation results from a collection of internal and external forces that cause workers to choose the appropriate path of action and use certain behaviors.

Motivation theory aims to predict behavior: Motivation is not the behavior itself, and it is not performance. Motivation concerns actions and internal and external forces that influence a person's choice of action. Mullins (2005) identifies four general characteristics that underlie the definition of motivation, namely: Motivation is denoted as an individual phenomenon: Everyone is unique and all major theories of motivation allow this uniqueness to be demonstrated in one way or another. Motivation is usually intentional: Motivation is assumed to be under the control of worker behavior which is influenced by motivation, such as the effort expended, seen as a choice of action. The two most important factors are 1) What makes people activated, 2) A person's power to engage in the desired behavior.

Every organization is concerned with what it takes to achieve high levels of performance that are sustainable through its workforce. This means paying full attention to how individuals can be motivated through means such as incentives, rewards, leadership and others. Motivation studies are concerned with why people behave in certain ways. In general, it can be described as the direction and persistence of action. This has to do with why people choose certain actions in preference to others, and why they continue with the chosen actions, often over long periods, and in the face of difficulties and problems (Mullins, 2005). Motivation can therefore be said to be at the heart of how innovative and productive things are done in an organization. It has been established that motivation is concerned with the factors that influence people to behave in a certain way.

### **Organizational Performance**

Performance is the output produced by the indicators of functions or indicators of a job or a profession within a certain time. While work is an activity to complete something or make something that only requires certain manpower and skills (Wirawan 2009: 5). Performance can be divided into two, namely individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance (Mangkunegara, 2005: 15). Gibson et al. (1996: 95) states that employee performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, the responsibilities given by the organization in a certain period and relatively can be used to measure work performance or organizational performance.

Based on the above definitions, it can be concluded that performance (work performance) is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness of time as measured by considering quantity, quality and timeliness. performance (work performance) can be

measured through certain measurements (standards) where quality is related to the quality of work produced, while quantity is the amount of work produced within a certain period of time, and timeliness is the suitability of planned time. Performance appraisal is a method for comparing various jobs using formal and systematic procedures to determine the order of work through determining positions and ratios from one job to another (Sinambela, 2015).

The results of the performance appraisal are the results of performance. Success in determining the achievement of tasks for individuals will direct the determination of organizational performance. Various tasks explain what efforts and how people make these efforts to achieve specific goals in a job. According to Sinambela (2018), a job is defined as a group of identical positions in terms of the main tasks. An appointment can be considered a group of works that tend to be similar, which can be evaluated and analyzed for its achievements. Performance appraisal can be defined as any procedure which includes 1) setting work standards 2) Assessment of employees' actual performance concerning standards 3) Providing feedback to employees to motivate the person to eliminate slumping performance or continue to perform higher (Sinambela 2015; 479). According to (Dessler 1997; 2). Performance appraisal consists of three steps of defining the job, assessing performance, and providing feedback. Defining a job means ensuring that you and your subordinates agree on the job's duties and standards. Assessing performance means comparing actual performance with predefined criteria. Feedback means performance and progress are discussed and plans are made for any improvement required. Brahmasari (2004: 64) argues that performance is the achievement of organizational goals which can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things the organization wants. Performance emphasis can be short-term or long-term, as well as at the individual, group or anchor organizational level.

### **III. RESEARCH METHODS**

#### ***Time and Location of Research***

The object of research at PT. Asi Namura Jaya Jakarta, which is located at Jalan Radin Inten II Pondok Kelapa, East Jakarta. This research was conducted from January to March 2020.

#### ***Research Design***

In this study, the research method used was descriptive causality, namely the research design to examine the existence of a causal relationship between variables. Besides, it also wants to see a correlation, namely a research design that is made to find out how the possible relationship occurs between variables by paying attention to the magnitude of the correlation coefficient (Guswandi, 2019). At the same time, the associative research approach aims to determine the relationship or influence between two or more variables (Sugiyono, 2012). Associative research is conducted to determine whether there is an influence or relationship of leadership, organizational commitment, and organizational performance motivation.

Sugiyono (2012) provides an understanding of the quantitative approach is "Research methods based on the philosophy of positivism, used to research on a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical to test the predetermined hypothesis while the data source of this research is quantitative data obtained from the tabulated questionnaire results and then processed to prove the causal relationship between the independent variables, namely the leadership variable, organizational commitment variable, the motivation variable as moderation, with company performance as the independent variable.

#### ***Population and Sample***

The population is a generalization area consisting of objects that have certain qualities and characteristics set by the researcher to study and then draw conclusions (Sugiyono 2012: 62). In this study the population is all permanent employees and contracts of PT. Asi Namura Jaya Jakarta, totaling 60 people.

According to Sugiyono (2012), the sample is part of the population's number and characteristics. To obtain a representative sample from the population, each object in the calculation is strived to have the same opportunity to become a sample or the proportional random sampling technique.

### **IV. RESEARCH RESULT**

#### ***1. The Effect of Leadership (X1) on Motivation (X3)***

The results of the standardized coefficients beta analysis of 0.412 are positive and the t-count is  $3.035 >$  from the t-table of 1.6787 and the significance level of 0.004 is below 0.05 ( $0.004 < 0.05$ ), which means that leadership has a positive and significant effect on motivation, means that the hypothesis H0 is rejected and H1 is accepted. This hypothesis test results are in line with the results of Eliyana's (2014) research, namely that leadership has a significant effect on motivation.

## **2. The Effect of Organizational Commitment (X2) on Motivation (X3)**

The results of standardized coefficients beta analysis of 0.380 are positive with a significance level of 0.007 under 0.05 ( $0.007 < 0.05$ ), from the t-count  $2.8802 >$  from the t-table 1.6787, thus the hypothesis H0 is rejected and H1 is accepted. , it means that organizational commitment has a positive and significant effect on motivation. The results of this hypothesis test are not in line with Garba's (2012) research which states that organizational commitment does not affect motivation, but is in line with Eliyana's (2014) research which states that organizational commitment has a significant effect on motivation

## **3. The Influence of Leadership (X1) and Organizational Commitment (X2) on Motivation (X3)**

Based on the results of the Anova test, it was obtained that the F-count value was 25,989, which means greater than F-table 2.57 ( $25,989 > 2.57$ ) and a significance value of  $0.000 < 0.05$ , which means that the two variables, namely Leadership and Organizational Commitment simultaneously have a significant effect on Motivation in PT Asi Namura Jaya.

## **4. Effect of Motivation (X3) on Organizational Performance (Y)**

Based on the results of the regression test, it was obtained the standardized coefficient beta value of 0.372 and the result of t-count  $1.994 >$  t-table 1.6787 with a significance of 0.05 which means the same as the significance level of 0.05, but from the t-table the value is greater than the t-count means that motivation affects organizational performance at PT Asi Namura Jaya. Thus the hypothesis H0 is rejected and H1 which means motivation has a significant effect on organizational performance. The results of this hypothesis test are in line with the research of Brahmajari (2004) and Prasetyo, A. E., Rivai, A., & Subagja, I. K. (2019); that motivation has a significant effect on organizational performance.

## **5. The Influence of Leadership (X1) and Organizational Commitment (X2) through Motivation (X3) on Organizational Performance (Y)**

The ANOVA test results obtained the F-count value of  $4.865 > 0.05$ . This means that Leadership and Organizational Commitment with Motivation as Intervening have a significant effect on Organizational Performance at PT Asi Namura Jaya. Thus the hypothesis which states that leadership, organizational commitment through motivation has a significant effect on organizational performance is accepted. This illustrates that to achieve better organizational performance, leadership and organizational commitment must be able to increase motivation so that organizational performance is getting better. The results of this hypothesis test are in line with the research Leadership has a significant effect on organizational performance; The results of this hypothesis test are not in line with Kurnia, D., & Subagja, I. K (2019); who found organizational commitment has a significant effect on organizational performance. With these results it means that the organizational performance at PT Namura Asi Jaya is not directly influenced by leadership and organizational commitment.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

Based on the formulation of the problem and the results of the analysis carried out, it can be concluded that the results of this study are as follows:

1. Leadership has a significant effect on motivation. These findings illustrate that good leadership at PT Asi Namura Jaya will be able to increase the work motivation of its employees.
2. Organizational commitment has a significant effect on motivation. These findings illustrate that with a strong organizational commitment at PT. Asi Namura Jaya will be able to encourage work motivation of company employees
3. Together, leadership has a significant effect on motivation. The findings of these findings explain that strong motivation can only be increased if leadership and organizational commitment can be built at PT. Asi Namura.
4. Leadership has no effect on organizational performance. These findings also illustrate that leadership in the company does not directly affect organizational performance but plays an important role in encouraging employee motivation at PT. Asi Namura.
5. Organizational commitment does not affect organizational performance.
6. These findings illustrate that organizational commitment is important in the organization but has no direct effect on organizational performance at PT. Asi Namura. Organizational commitment is needed to encourage employee motivation to increase the performance of an organization.

7. Motivation has a significant effect on organizational performance. These findings indicate that with high motivation, organizational performance can be improved at PT. Asi Namura, however, employee motivation is highly dependent on leadership and organizational commitment.
8. Leadership and organizational commitment through motivation have a significant effect on organizational performance. These findings prove that leadership, organizational commitment, and motivation play a significant role in improving organizational performance at PT. Asi Namura.

### **Recommendations**

1. The findings that motivation is influenced by leadership and organizational commitment, management must develop a leadership strategy and build commitment to encourage employee motivation to achieve optimal organizational performance.
2. Whereas leadership and organizational commitment through motivation have a significant effect on organizational performance, the three variables, namely leadership, organizational commitment, and motivation, must focus on management to promote better organizational performance.

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