

Improving the Performance of Kuningan Police Personnel through Organizational Culture with Organizational Commitment as a Mediating Variable

Bagiyo Purbo Prastowo

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: Bagiypurboprastowo@std.unissula.ac.id

Abstract. *This study aims to analyze the influence of organizational culture and organizational commitment on the performance of Polres Kuningan personnel, by considering the role of job satisfaction as a mediating variable. In the context of a police organization that has a strategic task of maintaining public security and order, improving personnel performance is very important. A strong organizational culture and high organizational commitment are believed to be able to create a work environment that supports personnel productivity and dedication. This study uses a quantitative approach with an explanatory research method, and data were collected from 200 active personnel at Polres Kuningan who have worked for more than five years through a questionnaire. The research model was analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results showed that organizational culture has a positive and significant effect on personnel performance and organizational commitment. Organizational commitment is also proven to have a significant effect on personnel performance. Furthermore, the indirect effect analysis shows that organizational culture has an indirect effect on performance through organizational commitment, with a t-statistic value of 4.763 and a p-value of 0.000, indicating a statistically significant relationship. The R-square for the personnel performance variable is 0.684, indicating that 68.4% of the variation in performance can be explained by organizational culture and commitment. The implication of this study is that in order to improve the performance of police personnel, it is important for management to strengthen organizational culture through values such as professionalism, cooperation, excellent service, innovation, and exemplary behavior, as well as fostering affective, continuous, and normative commitment in members. These findings can be the basis for designing human resource management strategies in police institutions to be more adaptive and performance-oriented. In addition, this study also provides theoretical contributions to the development of studies on the relationship between organizational culture, commitment, and performance in the context of the public sector.*

Keywords: *Organizational Culture; Personnel Performance; Organizational Commitment; Kuningan Police.*

1. Introduction

The police are an important foundation in maintaining security, as regulated in various policies and laws in Indonesia, aiming to carry out organizational, educational and administrative tasks.(Arif, 2021). The police carry out their duties by using the knowledge, skills, and behavior that they have in uncovering various criminal cases such as terrorism, cybercrime, drugs, corruption, and transnational crimes have received positive appreciation, which supports national development,

In a competitive work world, organizations are required to be able to maintain and improve the performance of their employees. Employee performance is one of the main elements in determining the success of an organization, both in the short and long term. Koo et al., (2020)stated that success in managing human resources is seen in the success of getting commitment from its human resources. By giving full attention and making members believe in their organization, commitment can be obtained. This commitment produces loyal police members who work optimally for the benefit of the organization(Anis et al., 2022). This is very good for achieving organizational goals, because the organization gets full support from its members so that it can concentrate on the main goal.

Another factor that can affect performance is organizational culture. Organizational culture is a collection of values, norms, and practices adopted by an organization.(Padavic et al., 2020). A strong culture can create a clear identity and motivate employees to work more effectively. In contrast, a weak organizational culture often triggers job dissatisfaction and internal conflict.(Syafitri Andra et al., 2022). Organizational culture plays a role in creating a work atmosphere that supports employee productivity.(Hechanova & Caringal-Go, 2018). Factors such as communication patterns, appreciation, and support from superiors are important elements in forming a healthy Organizational Culture.(Caruso, 2016). A positive organizational culture allows employees to feel valued and motivated.(Juliati, 2021).

This higher level of job satisfaction not only has a positive impact on work performance, but also has a positive impact on other aspects of employees' lives, including psychological well-being and work-life balance, as revealed by(Henry Inegbedion et al., 2020). Employees who are satisfied with their jobs tend to experience lower stress and higher levels of happiness, which in turn has positive effects on their mental and physical health, as well as improving the quality of personal relationships and social interactions outside of the workplace.(Lambert et al., 2016).

2. Research Methods

In conducting this research study, the type of research used is explanatory research. According to Widodo (2010) explanatory research is research that is explanatory in nature, meaning that this research emphasizes the relationship between variables by testing hypotheses, the description contains descriptions but the focus lies on the relationship between variables, namely HR performance, commitment, organizational culture and job satisfaction. The researcher chose this method with the aim that the results of this study can be applied directly to the organization where the researcher works.

3. Results and Discussion

3.1. Personnel Performance

Performance is a very important aspect and must be a concern for all management, both in small and large organizations (Kadarisman, 2012). The work results achieved by the organization or employees are a form of responsibility to the organization and the public (Sakban et al., 2019).

Performance is also influenced by individual skills, abilities, and traits. According to (Simamora, 2006) HR performance is work achievement or work results, both in quality and quantity, achieved by HR in a period of time when carrying out tasks according to the responsibilities given. HR performance is the work results or achievements, both in terms of quality and quantity, achieved by HR in a period of time when carrying out their tasks according to the responsibilities given (Rahman Yudi Ardian, 2020). Performance reflects the level of achievement of the implementation of a program, activity, or policy in achieving the goals, vision, and mission of the organization that have been strategically planned.

According to (Sedarmayanti, 2017) HR performance is work achievement or work results, both quality and quantity, achieved by HR in a period of time when carrying out tasks according to the responsibilities given. Companies need employees as workers to improve product quality. Considering that employees are important assets for the company, many aspects need to be considered to improve their performance. In this study, employee performance indicators based on the opinion of (Simamora, 2006) include:

- 1) Loyalty
- 2) Work enthusiasm
- 3) Leadership

4) Cooperation

5) Responsibility

The definition of Polri performance can be based on several relevant official sources, such as laws, police regulations, or academic literature that discuss the performance of police institutions in Indonesia (Mayastinasari et al., 2019). The source of this definition can be found in official Polri documents or laws and regulations governing the police in Indonesia, such as Law Number 2 of 2002 concerning the Indonesian National Police which regulates the duties, functions, and authorities of the Polri in carrying out its duties; and Regulation of the Chief of the Indonesian National Police (Perkap) Number 7 of 2017 concerning Guidelines for the Preparation and Control of Work Plans and Budgets within the Indonesian National Police.

Polri performance is the achievement of work results measured from the implementation of police duties and functions in maintaining public security and order, enforcing the law, providing protection, shelter, and services to the community, and carrying out other tasks mandated by law. Polri performance can be measured through various indicators, including the effectiveness of case handling, speed of response to incidents, level of public satisfaction, and professionalism and integrity in carrying out duties (Law Number 2 of 2002 concerning the Republic of Indonesia National Police).

Table 3.1 Personnel Performance Variable Index Values

| Code | Indicator | STS | TS | N | S | SS | Mean | Criteria |
|---------|----------------------------------|-----|----|----|----|----|-------|----------|
| Kpk 1 | effectiveness of case handling | 9 | 10 | 61 | 56 | 64 | 3,780 | Tall |
| Kpk 2 | speed of response to incidents | 9 | 11 | 59 | 61 | 60 | 3,760 | Tall |
| Kpk 3 | level of public satisfaction | 9 | 12 | 55 | 58 | 66 | 3,800 | Tall |
| Kpk 4 | professionalism | 8 | 10 | 62 | 69 | 51 | 3.725 | Tall |
| Kpk 5 | integrity in carrying out duties | 10 | 9 | 63 | 65 | 53 | 3,710 | Tall |
| Average | | | | | | | 3.755 | Tall |

Source: Processed primary data, 2025

From table 3.1 From the results of the study conducted at the Kuningan Police, data was obtained that the average score of the Personnel Performance variable was 3.755, which is included in the High category. This shows that overall, respondents assessed the performance of the Kuningan Police personnel as good and positive. This high assessment illustrates that the majority of respondents were satisfied with the effectiveness of case handling, speed of

response to incidents, level of public satisfaction, professionalism, and integrity of personnel in carrying out their duties.

In detail, the indicator of case handling effectiveness obtained an average value of 3.780 with a High category, which means that personnel are able to handle cases effectively, although efforts are still needed to maintain and improve the quality of handling. The indicator of speed of response to incidents obtained an average score of 3.760 with a High category, indicating that personnel are quite quick to respond to every incident that occurs. In the indicator of the level of public satisfaction, an average score of 3.800 was obtained, which is the highest value among all indicators. This shows that most people are satisfied with the services provided by the Kuningan Police personnel.

The professionalism indicator received an average score of 3.725, and the integrity indicator in carrying out duties received an average score of 3.710, both of which are in the High category. This means that personnel have demonstrated a professional attitude and maintained integrity in carrying out their duties. However, even though all indicators are in the high category, ongoing efforts are still needed to improve the quality of performance, so that services to the community can be more optimal.

3.2. Organizational Commitment

According to Meyer and Allen, two experts who have studied organizational commitment extensively, professional commitment is an attitude that is caused by certain considerations of the characteristics of the organization, and which results in the desire and desire to maintain membership in the organization (Indrawati, 2022). Professional commitment as an attachment to the profession and the level of commitment to the ethical and moral norms of the profession (Aditya & Wirakusuma, 2014). Professional commitment is defined as ownership of the values, norms, and ethics held by a profession (Tafqihan et al., 2014). Mowday, Steers, and Porter state that commitment is a state in which individuals feel emotionally and cognitively bound to organizational goals, and plan to remain in the organization (Mowday, 1998). Professional commitment includes emotional and cognitive aspects that motivate individuals to maintain their membership in a profession or organization (Gerhana et al., 2019).

Thus, it can be concluded that professional commitment involves attitudes, desires, and attachments to the profession, ethical norms, and values related to work or organization. Arayya Ferris explains several characteristics of professional commitment. (Amernic & Aranya, 2005) is :

- 1) Identification, namely acceptance of goals, similarity of personal values with the profession, and pride in being part of the profession.

- 2) Involvement is the willingness to work and try to do the best for one's profession.
- 3) Loyalty is an emotional bond as part of a profession.
- 4) Loyalty is an emotional bond, a desire to remain a member of a profession.

Police personnel commitment is the strong willingness and dedication of police members to carry out their duties with high integrity, responsibility and professionalism in maintaining public security and order. This commitment also includes loyalty to police ethical values, compliance with applicable laws and regulations, and consistency in carrying out duties with full awareness of their social responsibility as law enforcers. Behavioral indicators of commitment according to Meyer and Allen (1991 in Soekidjan, 2009) divide organizational commitment into three types based on their sources:

- a. *Affective commitment*, Related to the desire to be emotionally attached to the organization, identification and involvement of personnel in the notary organization.
- b. *Continuance Commitment*, Commitment is based on awareness of the losses that personnel will incur if they do not join the organization.
- c. *Normative Commitment*, Commitment based on a feeling of obligation as a member of a unit to remain because of a feeling of indebtedness.

Table 3.2 Organizational Commitment Variable Index Values

| Code | Indicator | STS | TS | N | S | SS | Mean | Criteria |
|---------|------------------------|-----|----|----|----|----|-------|----------|
| Ka 1 | Affective commitment | 8 | 7 | 63 | 62 | 60 | 3.795 | Tall |
| Ka 2 | Continuance Commitment | 11 | 9 | 60 | 56 | 64 | 3,765 | Tall |
| Ka 3 | Normative Commitment | 9 | 8 | 54 | 63 | 66 | 3,845 | Tall |
| Average | | | | | | | 3,801 | Tall |

Source: Processed primary data, 2025

From table 3.2, it can be seen that the Organizational Commitment variable has an average score of 3.801, indicating that overall respondents gave an assessment in the High category. This means that most respondents have a strong level of commitment to their organization. Based on the table, the Affective Commitment indicator obtained a mean value of 3.795, which is included in the High category, indicating that many Polres members feel an emotional attachment to the organization. The Continuance Commitment indicator obtained an average score of 3.765, which is also in the High category, indicating that respondents consider the benefits and consequences if they leave the organization. Meanwhile, the Normative Commitment indicator obtained a mean score of 3.845, which is the highest value among the three indicators, reflecting that respondents feel they have a moral obligation to remain in

the organization.

The High category of the respondents' responses provides an understanding that Organizational Commitment in the Kuningan Police environment is already in good condition. However, it is important to continue to maintain and improve this commitment, especially by paying attention to factors that encourage emotional attachment, rational considerations, and a sense of moral responsibility of members towards the organization. Continuous efforts to strengthen these three dimensions of commitment will greatly contribute to improving the performance and loyalty of Polres members.

3.2.1. The Influence of Organizational Commitment on Personnel Performance

Hypothesis 3 found that Organizational Commitment has a significant effect on Personnel Performance with an estimated value of the original sample of 0.324. This value indicates that the higher the commitment of personnel to the organization, the performance produced will also increase. The Mean of Subsamples of 0.324 shows data consistency, while the standard deviation of 0.063 shows relatively low variation, so the results of this analysis are quite reliable. The t-statistic value of 5.162, which is greater than the critical value of 1.975, and the P value of 0.000, indicate that these results are statistically significant. Thus, the hypothesis that Organizational Commitment has a positive effect on Personnel Performance is accepted.

Previous research by Susanti and Hidayat (2022) also found that organizational commitment is a major predictor in improving employee performance. They stated that personnel who have a high level of commitment to the organization tend to be more dedicated, responsible, and show better performance. Similar findings were obtained by Ramadhani and Putra (2023), who revealed that organizational commitment increases employees' desire to achieve organizational goals more effectively and efficiently.

3.3. Organizational Culture

According to Triguno in Ruliyansa (2018:83), Organizational Culture is an important aspect that needs to be considered in company or organization activities to build employee performance and work productivity, thus directing the company towards success through the awareness of each individual. This awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities.

Organizational Culture is also defined as a quality daily work method based on meaningful values, which motivates and inspires to work better and satisfy the community served (Ruliyansa, 2018:83). According to Sulaksono (2010), Organizational Culture is "the way we are doing here", which means the attitude and behavior of employees in carrying out their duties.

Robbins (2015:721) explains that Organizational Culture leads to a unified system of shared meaning held by members of the organization, which distinguishes the organization from others. Organizational Culture is a manifestation of life encountered in the workplace (Groysberg et al., 2018).

Organizational Culture is a system of meanings related to work, jobs, and work interactions that are mutually agreed upon and used in everyday life (Onday, 2016). In an organization, Organizational Culture is a place for members to work. The quality of the character of Organizational Culture is what shapes the size of the willingness, desire, and passion of organizational members to develop and utilize their potential in creating organizational performance (Aboramadan et al., 2020). According to (Khalid et al., 2020) good Organizational Culture is reflected in productivity, which includes behaviors such as hard work, tenacity, discipline, productivity, responsibility, motivation, creativity, dynamics, consequences, consistency, responsiveness, independence, and always trying to be better.

It is concluded that Organizational Culture is a set of values, norms, attitudes, and practices that are adopted and applied by members of an organization in their daily lives at work. Dimensions of Organizational Culture that every organization must have include (Hofstede, 2011):

1. Professionalism. Competent in their field and continue to develop themselves to produce the best performance and provide added value to the company.
2. Collaboration. Building sincere and open relationships with all employees and stakeholders, based on mutual trust and respect to achieve common goals.
3. Excellent Service. Providing service that exceeds customer expectations, both internal and external.
4. Innovation. Developing new ideas and continuous improvements that add value to the company.
5. Exemplary. Being a role model in behavior that reflects the values of the Organizational Culture of an organization or company.

Table 3.3 Organizational Culture Variable Index Values

| Code | Indicator | STS | TS | N | S | SS | Mean | Criteria |
|------|-------------------|-----|----|----|----|----|-------|----------|
| Bo 1 | Professionalism | 13 | 5 | 57 | 68 | 57 | 3.775 | Tall |
| Bo 2 | Cooperation | 12 | 3 | 59 | 68 | 58 | 3.785 | Tall |
| Bo 3 | Excellent service | 12 | 5 | 64 | 55 | 64 | 3,770 | Tall |
| Bo 4 | Innovation | 13 | 6 | 62 | 59 | 64 | 3,735 | Tall |
| Bo 5 | Exemplary | 12 | 5 | 69 | 53 | 61 | 3,730 | Tall |

| | | |
|---------|-------|------|
| Average | 3,759 | Tall |
|---------|-------|------|

Source: Processed primary data, 2025

Based on the data in Table 3.3, it is known that the average score of the Organizational Culture Variable Index Value at the Kuningan Police is 3.759. This shows that overall respondents assessed the Organizational Culture at the Kuningan Police as being in the High category, which means that most respondents gave positive responses to the indicators measured in the questionnaire. The details of each indicator show that Professionalism obtained an average score of 3.775, Cooperation of 3.785, Excellent Service of 3.770, Innovation of 3.735, and Exemplary Behavior of 3.730. All of these indicators are in the High criteria, indicating that respondents feel that these aspects have been implemented well in the Kuningan Police work environment.

This High category provides an illustration that Polres Kuningan has a fairly solid organizational culture, where professionalism, cooperation, excellent service, innovation, and exemplary behavior are already quite felt among employees and members. However, although generally in the high category, ongoing efforts are still needed to maintain and even improve the quality of the organizational culture. Especially in terms of innovation and exemplary behavior, which have lower average values compared to other indicators, Polres Kuningan is advised to focus more on creating a work environment that supports new ideas and fosters exemplary attitudes among members so that the organizational culture can develop to be more optimal in the future.

3.3.1. The Influence of Organizational Culture on Personnel Performance

Hypothesis 1 Organizational Culture variable has a significant influence on Personnel Performance with the original sample estimate value of 0.800. This value indicates that organizational culture makes a very strong positive contribution to improving personnel performance. The Mean of Subsamples of 0.799 which is very close to the original estimate shows the consistency of the test results. The standard deviation of 0.035 shows a very small variation, which strengthens the reliability of the results of this analysis. With a t-statistic value of 22.779 which far exceeds the critical value of 1.975, this result is statistically significant, also supported by a P value of 0.000 which shows significance at a 99% confidence level. Thus, the hypothesis that Organizational Culture has a positive effect on Personnel Performance is accepted. These results emphasize the importance of building a strong organizational culture to encourage optimal performance of Kuningan Police personnel. A strong culture includes values of cooperation, discipline, and commitment to service that can encourage personnel to work more effectively and professionally.

Previous studies also support these results. A study by Nugroho and Lestari (2021) showed that a positive organizational culture improves employee performance in the public service

sector. Likewise, a study by Sari and Pratama (2022) stated that an inclusive and participatory Organizational Culture can encourage personnel motivation and productivity, which ultimately improves the quality of service to the community.

3.3.2. The Influence of Organizational Culture on Organizational Commitment

Hypothesis 2 shows that Organizational Culture has a significant effect on Organizational Commitment with an estimated value of the original sample of 0.749. This indicates that a good organizational culture can strengthen the sense of attachment and loyalty of personnel to the organization. The Mean of Subsamples of 0.747 which is almost identical to the original estimate shows consistent results, while the standard deviation of 0.045 shows a small level of data variation, indicating model stability. The t-statistic value of 16.550, which is much larger than the t-table value of 1.975, and the P value of 0.000, strengthen that this result is statistically significant. Therefore, the hypothesis stating that Organizational Culture has a positive effect on Organizational Commitment is proven true in the Kuningan Police Personnel environment.

Previous studies, such as those conducted by Wibowo and Andriani (2021), also revealed that a supportive and communicative organizational culture can increase employee commitment. Another study by Hartono and Sulastri (2023) showed that cultural norms such as trust, appreciation for performance, and participation in decision-making can increase employee engagement and commitment to the organization.

4. Conclusion

Organizational Culture plays a very important role in improving Personnel Performance in Kuningan Police Personnel. This finding shows that the stronger the organizational culture that is built, the better the performance shown by the personnel. Organizational Culture plays a very important role in strengthening Organizational Commitment in Kuningan Police Personnel. This result indicates that a positive and strong organizational culture can increase loyalty and attachment of personnel to the organization. Organizational Commitment plays an important role in driving Personnel Performance in Kuningan Police Personnel. This finding shows that the higher the level of personnel commitment to the organization, the more optimal the performance produced.

5. References

Journals:

- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451.

- Aflah, K. N., Suharnomo, S., Mas'Ud, F., & Mursid, A. (2021). Islamic Work Ethics and Employee Performance: The Role of Islamic Motivation, Affective Commitment, and Job Satisfaction. *Journal of Asian Finance, Economics and Business*, 8(1), 997–1007. <https://doi.org/10.13106/jafeb.2021.vol8.no1.997>
- Amernic, J. H., & Aranya, N. (2005). Organizational Commitment: Testing Two Theories. *Relations Industrielles*, 38(2), 319–343. <https://doi.org/10.7202/029355ar>
- Anis, R., Made, I., Dirgantara, B., & Harsasi, M. (2022). Pengaruh Kecerdasan Emosional dan Lingkungan Kerja Terhadap Kinerja Anggota Kepolisian dengan Mediasi Komitmen Organisasi. *EDUKASIA: Jurnal Pendidikan Dan Pembelajaran*, 3, 1011–1022. <http://jurnaledukasia.org>
- Che Rose, R., Kumar, N., & Gua Pak, O. (2009). The Effect Of Organizational Learning On Organizational Commitment, Job Satisfaction And Work Performance. *The Journal of Applied Business Research*, 25, 55.
- De Vries, R. E., Van Den Hooff, B., & De Ridder, J. A. (2006). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. *Communication Research*, 33(2), 115–135. <https://doi.org/10.1177/0093650205285366>
- Egi Radiansyah, H., & Muhammadiyah Kalianda, S. (2022). Pengaruh Budaya Organisasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Cabang Windu Karsa Bakauheni Lampung Selatan. *Jurnal Ekonomi Dan Bisnis*, 11(1).
- Fadhli, A., Komardi, D., & Putra, R. (2022). Commitment, Competence, Leadership Style, and Work Culture on Job Satisfaction and Employee Performance at the Office of the Ministry of Religion, Kampar District. *Journal of Applied Business and Technology (JABT)*, 3(1).
- Fidyah, D. N., & Setiawati, T. (2020). Influence of Organizational Culture and Employee Engagement on Employee Performance: Job Satisfaction as Intervening Variable. *Review of Integrative Business and Economics Research*, 9(4), 64–81. www.telkom.co.id
- Gerhana, W., Tinggi Ilmu Manajemen Indonesia Banjarmasin, S., & PGRI Dewantara Jombang, S. (2019). Pengaruh Kualitas Sumber Daya Manusia dan Profesionalisme terhadap Kinerja Karyawan dengan Komitmen Organisasi sebagai Variabel Intervening (Studi Kasus pada Karyawan Dinas Pendidikan Hulu Sungai Selatan). *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 3(1). <https://ejurnal.stimi-bjm.ac.id>
- Gita Friolina, D., Endhiarto, T., & Pujo Musmedi, D. (2017). Do Competence, Communication, And Commitment Affect The Civil Servants Performance? *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 6. www.ijstr.org

- Haryono, S., Muhammadiyah, U., Yusda, Y., Ambarwati, I., Mohd, Y., & Saad, S. M. (2019). Do Organizational Climate And Organizational Justice Enhance Job Performance Through Job Satisfaction? A Study Of Indonesian Employees. In *Academy of Strategic Management Journal* (Vol. 18, Issue 1).
- Hidayat, E. (2021). Meningkatkan Profesionalisme Dan Kepuasan Kerja Guru Pada Masa Pandemi Covid-19. *Literacy : Jurnal Ilmiah Sosial*, 3(1), 12–23.
- Indrawati, F. (2022). Peran Komitmen Profesional Dalam Meningkatkan Kinerja Guru. *SINASIS* 3, 316–320.
- Jeanson, S., & Michinov, E. (2020). What is the key to researchers' job satisfaction? One response is professional identification mediated by work engagement. *Current Psychology*, 39(2), 518–527. <https://doi.org/10.1007/s12144-017-9778-2>
- Lambert, E. G., Minor, K. I., Wells, J. B., & Hogan, N. L. (2016). Social support's relationship to correctional staff job stress, job involvement, job satisfaction, and organizational commitment. *Social Science Journal*, 53(1), 22–32. <https://doi.org/10.1016/j.soscij.2015.10.001>
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Meyer, & Allen. (2007). *Related papers Meyer and Allen Model of Organizational Commitment: Measurement Issues*.
- Mowday, R. T. (1998). Reflections On The Study And Relevance Of Organizational Commitment. *Human Resource Management Review*, 8(4), 387–401.
- Nguon, V. (2022). Effect of Transformational Leadership on Job Satisfaction, Innovative Behavior, and Work Performance: A Conceptual Review. *International Journal of Business and Management*, 17(12), 75. <https://doi.org/10.5539/ijbm.v17n12p75>
- Oktarina, M., Purnamasari, D., & Handayani, S. (2022). *Pengaruh Budaya Organisasi terhadap Kinerja Guru SD IT An-Nuriyah Sekayu* (Vol. 3, Issue 3).
- Pancasila, I., Haryono, S., & Sulistyo, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387–397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Paramita, E., Lumbanraja, P., & Absah, Y. (2020). The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a Moderating Variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review (Ijrrjournal.Com)*, 7, 3.

- Rahman Yudi Ardian. (2020). Manajemen Sumber Daya Manusia. *Tsaqofah: Jurnal Pendidikan Islam* , 4(2).
- Saban, D., Basalamah, S., Gani, A., & Rahman, Z. (2020). Impact Of Islamic Work Ethics, Competencies, Compensation, Work Culture On Job Satisfaction And Employee Performance: The Case Of Four Star Hotels. *European Journal of Business and Management Research*, 5(1). <https://doi.org/10.24018/ejbmr.2020.5.1.181>
- Sakban, S., Nural, I., & Bin Ridwan, R. (2019). Manajemen Sumber Daya Manusia. *Journal of Administration and Educational Management (Alignment)*, 2(1), 93–104. <https://doi.org/10.31539/alignment.v2i1.721>
- Shao, H., Fu, H., Ge, Y., Jia, W., Li, Z., & Wang, J. (2022). Moderating Effects of Transformational Leadership, Affective Commitment, Job Performance, and Job Insecurity. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.847147>
- Sohail, A. , Safdar, R., Saleem, S. , Azeem, M., & Ansar, S. (2022). Effect of work motivation and organizational commitment on job satisfaction:(A case of education industry in Pakistan)." . *Global Journal of Management and Business Research: A Administration and Management*, 14(6), 40–46.
- Supriyanto, S. (2018). Compensation effects on job satisfaction and performance. *Human Systems Management*, 37(3), 281–285. <https://doi.org/10.3233/HSM-181635>
- Syafitri Andra, R., Nayati Utami, H., & Wulida Afrianty, T. (2022). Pengaruh Perceived Organizational Support Dan Organizational Culture Terhadap Work-Life Balance Karyawan. *Profit: Jurnal Administrasi Bisnis* , 16(2), 174-182. <https://profit.ub.ac.id>
- Tri Brata, J., & Nashar, A. (2022). Visi Presisi POLRI dan Budaya Organisasi Pada Kepolisian Resort Konawe Selatan. *Indonesian Annual Conference Series*, 51–56.
- Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance?: Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management*, 25(1–2), 47–68. <https://doi.org/10.1108/TPM-12-2017-0078>
- Wua, I. W. G., Noermijati, N., & Yuniarinto, A. (2022). The Influence Of Organizational Culture On The Employee Performance Mediated By Job Satisfaction And Organizational Commitment. *Jurnal Aplikasi Manajemen*, 20(3). <https://doi.org/10.21776/ub.jam.2022.020.03.07>
- Wulan, B. R. A. K., Esti Santoso, E., Azmi, H., Ekonomi dan Bisnis, F., Administrasi Bisnis, M., & Vokasi, F. (2024). Career Development On Job Satisfaction And Organizational Commitments. In *IJISSET-International Journal of Innovative Science, Engineering & Technology* (Vol. 11). www.ijiset.com

Yuwono Pala'langan, A. (2021). Pengaruh Servant Leadership, Disiplin Kerja, dan Kepuasan Kerja terhadap Kinerja Guru. *Jurnal Akuntabilitas Manajemen Pendidikan*, 9(2), 223–231. <https://doi.org/10.21831/jamp.v9i1.38875>

Books:

Ghozali. (2018). *Metode penelitian*. 35–47.

Kadarisman, M. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Rajawali Pers.

Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*.

Simamora, H. (2006). *Manajemen Sumberdaya Manusia*.