The Influence of Organizational Commitment and Organizational Culture on Employee Performance Through Employee Job Satisfaction as an Intervening Variable
(Study on BPJS Employment in Aceh Raya Region)

Kurniadi[1]*, Kiki Farida Ferine[2]
Universitas Pembangunan Panca Budi, Indonesia
*Correspondence Email: Koerniadyjams@gmail.com

Abstract
This research was conducted to determine the influence of organizational commitment and organizational culture on employee performance through employee job satisfaction as an intervening variable. With the type of quantitative research used, the primary data source used was data collection by distributing questionnaires, a population of 107 employees and a sample of 107 employees and a saturated sampling technique used, this research model is phat analysis, the results of this research are as follows: Culture Organization has a positive and significant effect on Job Satisfaction with an original sample value of 0.687 and ap value of 0.000. Organizational culture has a positive and significant effect on performance with an original sample value of 0.370 and ap value of 0.003. Job satisfaction has a positive and significant effect on performance with an original sample value of 0.338 and ap value of 0.002. Organizational Commitment has a positive and significant effect on Job Satisfaction with an original sample value of 0.237 and a P value of 0.001. Organizational Commitment has a positive and significant effect on performance with an original sample value of 0.198 and a P value of 0.014. Organizational Culture has a positive and significant indirect effect on Performance through Job Satisfaction with an original sample value of 0.232 and a P value of 0.002. Organizational Commitment has a positive and significant indirect effect on Performance through Job Satisfaction with an original sample value of 0.800 and a P value of 0.014.

Keywords: Organizational Commitment, Organizational Culture, Job Satisfaction, Performance

INTRODUCTION

Performance is a measure of employee work achievement. Employee performance is related to work result standards, targets or goals and criteria that have been previously agreed upon between employees and the organization. Employee performance assessment is based on quantity, quality, efficiency and effectiveness of work through a series of employee activities (Rivai, 2015). Good employee performance can create a good work climate in an organization so that the goals of the organization can be achieved. One of the factors that influences performance is the attitude reflected in employee behavior in an organization. These attitudes include job satisfaction, job involvement and organizational commitment (Nurandini & Lataruva, 2014). Organizational commitment is a strong desire of employees to remain members of the organization. Organizational commitment is very important in creating the survival of an organization.

Organizational culture is related to the values and norms held and carried out by employees through their work. Research (Wardani, Mukzam, & Mayowan, 2016) sees organizational culture from two principles, namely the principle of familiarity and the principle of integrity, where both principles show that there is a strong organizational culture related to high organizational performance. Employee job satisfaction behavior is

behavior where employees are voluntary, helpful, caring and cooperative but employee behavior does not need to be regulated by a formal reward system from the organization.

LITERATURE REVIEW
Performance

According to Mathis and Jackson (2017), performance is basically what employees do and do not do. Employee performance affects how much they contribute to the organization. According to (Mangkunegara, 2017), it is human behavior in an organization that meets the behavioral standards set to achieve desired results.

Performance Indicators

Performance indicators, according to (Mathis & Jackson, 2017) are as follows:
1. *Quality of output;* done by comparing the standard of work completed within a certain period of time with the abilities possessed by an employee.
2. *Quantity of output*; measured from employee perceptions of the quality of work produced and the perfection of tasks in relation to employee skills and abilities.
3. *Timelines of output*; punctuality in carrying out work is often used as a measure or assessment of work performance.
4. *Presence at work*; inmeasure or assess the work of employees by looking at the attendance list.
5. *Efficiency of work completed*; The execution of work in a certain way, without reducing previously established objectives.
6. *Effectiveness of work completed*; A job is said to be effective if a job can produce output that is completed on time according to the established plan.

Organizational culture

According to Tuala (2020), organizational culture is a pattern of basic assumptions regarding beliefs, values, and behaviors created and developed by an organization as a basis for determining goals, consensus, excellence, achievement (performance), innovation, unity, familiarity and integrity of the organization, which are used as norms or guidelines for members of the organization to behave the same in solving organizational problems both outside and inside the organization to support the growth and development of the organization.

According to Robbins & Judge (2019), organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

Organizational Culture Indicators

Organizational culture indicators according to Robbins & Judge (2019) are as follows:
1. Innovation and risk taking. The degree to which workers are encouraged to be innovative and take risks.
   a. The drive to innovate

　　　b. Courage in taking risks
2. Attention to detail Where workers are expected to demonstrate accuracy, analysis and attention to detail.
　　　a. Ability to analyze
　　　b. Evaluation of work results
3. Results orientation Where management focuses on results or benefits rather than just the techniques and processes used to obtain those benefits.
　　　a. Attention to results rather than work techniques
　　　b. Attention to results rather than quality of work
4. People orientation Where management decisions consider the impact of their benefits on people in the organization.
　　　a. Orientation towards individual work results
5. Team orientation Where work activities are organized around teams rather than individuals.
　　　a. Orientation towards team work results
6. Aggressiveness Where people tend to be more aggressive and competitive than easygoing.
　　　a. Ability to compete
　　　b. Speed in working
7. Stability Where organizational activities emphasize maintaining the status quo as opposed to development.
　　　a. Work according to procedures

Organizational Commitment

　　　According to Wibowo (2016) Organizational commitment is an agreement to do something for oneself, another individual, a group or an organization. Organizational commitment is defined as a form of love and loyalty possessed by employees. According to Wibowo (2016) Organizational commitment is an agreement to do something for oneself, another individual, a group or an organization.

Organizational Commitment Indicators

According to Wibowo (2016), organizational commitment indicators are as follows:
1. Affective commitment consists of personal characteristics and work experiences.
2. Continuity commitment consists of the size and/or number of an individual's investments or side bets, and the perception of a lack of other employment alternatives.
3. Normative commitment is an individual's experience before being in an organization (experience in the family or socialization) and socialization experience while in the organization.

Job satisfaction

　　　According to Handoko (2020) job satisfaction is an employee's pleasant or unpleasant income regarding their work, this feeling can be seen from the employee's good behavior

towards work and all things experienced in the work environment. According to Afandi (2018) job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether their work is pleasant or not.

Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters concerning physical and psychological factors Sutrisno (2019). Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work.

Job Satisfaction Indicators

According to Afandi (2018) job satisfaction indicators are:

1. Work The content of the work that a person does has satisfying elements.
2. Wages The amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair.
3. Promotion The possibility that someone can develop through promotion.
4. Supervisor Someone who always gives orders or instructions in carrying out work
5. Co-workers Co-workers who help each other in completing work

Conceptual Framework
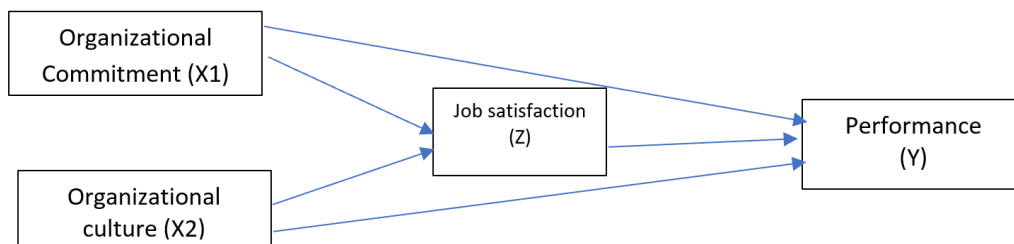
Figure 1. Conceptual Framework

Hypothesis

H1: Organizational Commitment has a positive and significant effect on Job Satisfaction of BPJS Ketenagakerjaan employees in the Aceh Raya Region.

H2: Organizational Culture has a positive and significant effect on Job Satisfaction Employee BPJS Employment Greater Aceh Region.

H3: Organizational Commitment has a positive and significant effect on Employee Performance

BPJS Employment Greater Aceh Region.

H4: Organizational Culture has a positive and significant effect on Employee Performance BPJS Employment Greater Aceh Region.

H5: Job Satisfaction has a positive and significant effect on BPJS Employee Performance Aceh Raya Regional Employment.

H6; Organizational Commitment has a positive and significant effect on Employee Performance

through Job Satisfaction in BPJS Employment Greater Aceh Region.

H7: Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction in BPJS Employment Greater Aceh Region.

METHOD
Types of research

The type of research is the form and procedure of research used, this research uses associative and quantitative research types, this method is used in research that has 2 or more variables. This research is used to determine the influence of dependent and independent variables and their intervening variables. According to Ghozali (2016) associative research aims to determine the influence or relationship between two or more variables.

Research Population

According to Ghozali (2016), the definition of population is the sum of all objects or individual units observed in the study. The population in this study were all employees of BPJS Ketenagakerjaan in the Aceh Raya Region, totaling 107 people.

Samples and Sampling Techniques

According to Sugiyono, (2017) a sample is a part of a population that is a source of data in a study, where the population is part of the number of characteristics possessed by the population. The sampling technique according to Sugiyono, (2017) is a sampling technique, to determine the sample to be used. All populations in the organization, namely 107 employees (saturated sampling)

Place and Time of Research

This research is located at BPJS Employment in Aceh Raya Region:
1. Meulaboh Branch Meureubo National Road, Meureubo District, West Aceh Regency, Aceh 23681, Langsa, Lhokseumauwe and Banda Aceh
2. Langsa Branch Jalan Ahmad Yani, Gampong Baro, Langsa Lama District, Langsa City, Aceh 24354
3. Banda Aceh Branch Jalan Tengku M Jl. Mr. Moh. Daud Beureueh No.152, Beurawe, Kuta Alam District, Banda Aceh City, Aceh 23126
4. Lhokseumawe Branch, Jl. Teuku Hamzah Bendahara, Simpang Empat, Banda Sakti District, Lhokseumawe City, Aceh.
5. This research started in April to July 2024.

Method of collecting data

According to Sugiyono (2017) a questionnaire is a method of collecting data by providing written questions and statements to respondents to be answered. While secondary data comes from books and websites related to the problem to be discussed to be used as a guideline in research.

Data source

According to Sugiyono (2017) primary sources are data that directly provide data to data collectors.

In statistical analysis of data using the PLS method. Here are the PLS method analysis techniques:

1. Outer model analysis

According to Husein (2015) outer model analysis is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). There are several calculations in this analysis:

a. Convergent validity is the factor loading value on the latent variable with its indicators. The expected value is > 0.7.

b. Discriminant validity is the crossloading value of factors that are useful for determining whether a construct has adequate discriminant. The method is to compare the value of the intended construct which must be greater than the value of the other construct.

c. Composite reliability is a measurement that if the reliability value is > 0.7 then the construct value has a high reliability value.

d. Average Variance Extracted (AVE) is the average variance which is at least 0.5.

e. Cronbach alpha is a calculation to prove the results of composite reliability where the minimum value is 0.6.

2. Inner model analysis

In this model analysis is to test the relationship between latent constructs. There are several calculations in this analysis R Square is the coefficient of determination on endogenous constructs. According to Chin (1998) in Sarwono (2015) explains "the criteria for the limits of the R square value in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".

3. Hypothesis testing

In his book Husein (2015) hypothesis testing can be seen from the t-statistic value and probability value. For hypothesis testing, namely by using statistical values, then for alpha 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting the hypothesis are Ha is accepted and H0 is rejected when the t-statistic > 1.96. To reject or accept the hypothesis using probability, Ha is accepted if the p value < 0.05.

RESULTS AND DISCUSSION

Outer Model Analysis

The relationship between latent variables and manifest variables can be specifically ascertained using measurement model testing, also known as external model testing. Convergent, discriminant, and reliable characteristics characterize this test.

1. Convergent Validity

The relationship between item/indicator scores and construct scores indicates a measurement paradigm with convergent validity of reflective indicators. It is permissible to use indicators whose individual correlation values are more than 0.7 as long as the research is still in the development stage. Indicator levels of 0.5 and 0.6 are still considered adequate.

With a loading below 0.60, external loading data shows that the indication is not significant. The research structure model can be seen in the figure below:
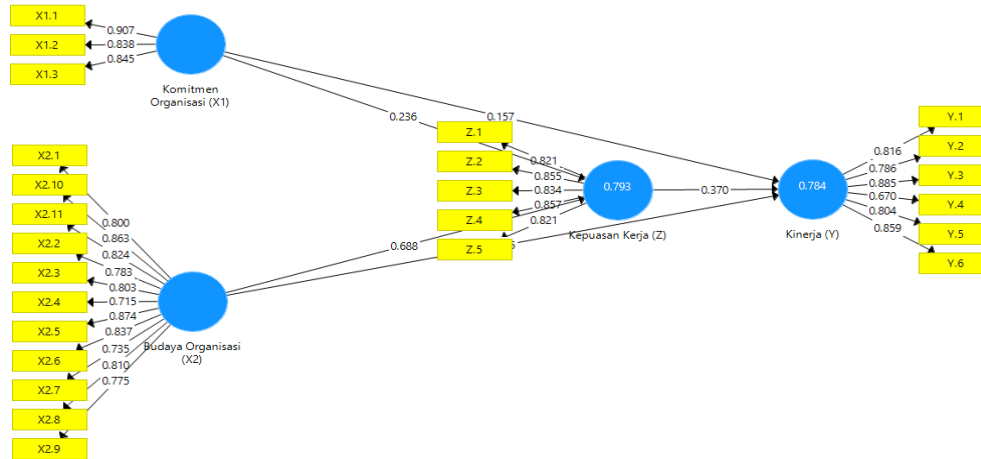

Figure 2. Outer Model Stage 1
Source: Smart PLS 3.3.3

Table 2. Outer Loadings Stage 1

	Organizational Culture (X2)	Job Satisfaction (Z)	Performance (Y)	Organizational Commitment (X1)
X1.1				**0.907**
X1.2				**0.838**
X1.3				**0.845**
X2.1	**0.800**			
X2.10	**0.863**			
X2.11	**0.824**			
X2.2	**0.783**			
X2.3	**0.803**			
X2.4	**0.715**			
X2.5	**0.874**			
X2.6	**0.837**			
X2.7	**0.735**			
X2.8	**0.810**			
X2.9	**0.775**			
Y.1			**0.816**	
Y.2			**0.786**	
Y.3			**0.885**	
Y.4			**0.670**	
Y.5			**0.804**	
Y.6			**0.859**	

Z.1		**0.821**		
Z.2		**0.855**		
Z.3		**0.834**		
Z.4		**0.857**		
Z.5		**0.821**		

Source: Smart PLS 3.3.3

In this study, there is an invalid loading factor so that the invalid loading factor must be deleted. In the loading factor table, there is one invalid indicator, namely in the performance variable with indicator Y.4. This means that indicator Y.4 must be deleted and the calculation will be repeated to stage 2. Stage 2 is as follows:
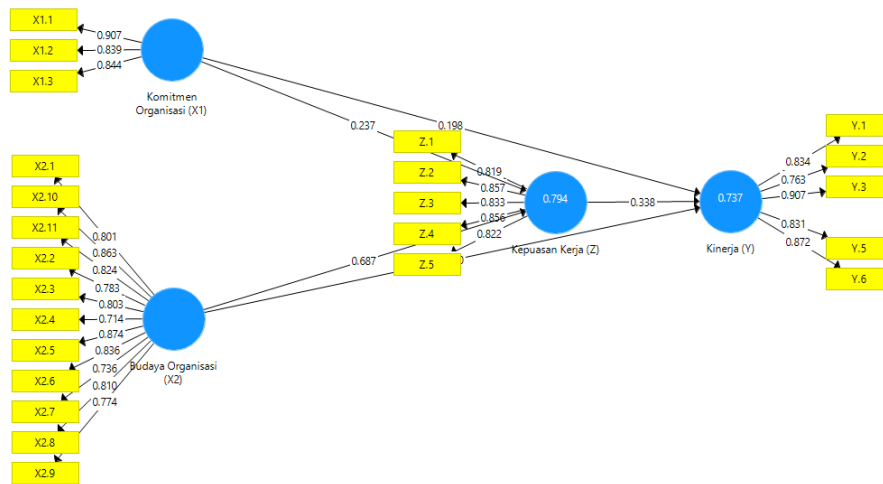

Figure 3. Outer Model Stage 2
Source: Smart PLS 3.3.3

After removing invalid indicators, this study shows the similarities of this study, There are 2 equations in the outer model, namely substructure equation 1 and substructure equation 2 and will be explained as follows:

Substructure 1
Z = b1X1 + b2X2 + e
Z = 0.237 X1+ 0.687 X2 + 0.794

Substructure 2
Y = b3X1 + b4X2 + b5Z + e
Y = 0.198 X1+ 0.370X2 + 0.338 Z + 0.737

Table 3. Outer Loadings Stage 2

	Organizational Culture (X2)	Job Satisfaction (Z)	Performance (Y)	Organizational Commitment (X1)
X1.1				**0.907**
X1.2				**0.839**

X1.3				**0.844**
X2.1	**0.801**			
X2.10	**0.863**			
X2.11	**0.824**			
X2.2	**0.783**			
X2.3	**0.803**			
X2.4	**0.714**			
X2.5	**0.874**			
X2.6	**0.836**			
X2.7	**0.736**			
X2.8	**0.810**			
X2.9	**0.774**			
Y.1			**0.834**	
Y.2			**0.763**	
Y.3			**0.907**	
Y.5			**0.831**	
Y.6			**0.872**	
Z.1		**0.819**		
Z.2		**0.857**		
Z.3		**0.833**		
Z.4		**0.856**		
Z.5		**0.822**		

Source: Smart PLS 3.3.3

After conducting the second stage of cross loading factor testing, each indicator and
each variable had a cross loading factor value that was higher than 0.7. With this explanation,
it can be seen that all indicators are more than 0.7, indicating the reliability of each construct
indicator and the potential for further study.

2. Discriminant Validity

Based on the theory that an indicator has a strong relationship with a particular
construct, the purpose of this test is to determine whether the reflection indicator is an
appropriate measurement for the construct. The following table shows the results of the
cross-loading discriminant validity test.

Table 4. Discriminant Validity

	Organizational Culture (X2)	Job Satisfaction (Z)	Performance (Y)	Organizational Commitment (X1)
X1.1	0.749	0.703	0.642	0.907
X1.2	0.675	0.653	0.719	0.839

X1.3	0.677	0.704	0.625	0.844
X2.1	0.801	0.703	0.719	0.659
X2.10	0.863	0.679	0.711	0.661
X2.11	0.824	0.693	0.669	0.665
X2.2	0.783	0.769	0.659	0.759
X2.3	0.803	0.741	0.670	0.780
X2.4	0.714	0.620	0.497	0.532
X2.5	0.874	0.704	0.724	0.665
X2.6	0.836	0.680	0.635	0.612
X2.7	0.736	0.778	0.664	0.592
X2.8	0.810	0.706	0.738	0.610
X2.9	0.774	0.675	0.588	0.601
Y.1	0.676	0.729	0.834	0.635
Y.2	0.716	0.728	0.763	0.578
Y.3	0.693	0.642	0.907	0.710
Y.5	0.729	0.742	0.831	0.639
Y.6	0.666	0.604	0.872	0.667
Z.1	0.701	0.819	0.586	0.534
Z.2	0.808	0.857	0.778	0.775
Z.3	0.763	0.833	0.625	0.658
Z.4	0.749	0.856	0.667	0.639
Z.5	0.656	0.822	0.763	0.696

Source : Smart PLS 3.3.3

In table 4 above there is a cross loading table to explain the discriminant validity, the explanation is as follows: For the cross loading value on the organizational culture variable, there is a cross loading value that is greater than the cross loading of other latent variables, for the cross loading value of the job satisfaction variable there is a value that is greater than the cross loading value on other latent variables, for the cross loading value of the performance variable there is a value that is greater than the cross loading on other latent variables, for the cross loading on the organizational commitment variable there is a cross loading value that is greater than the cross loading of other latent variables, it can be concluded that this study is discriminantly valid.

3. Composite reliability

The indicator block that assesses the dependency of the composite construct is used to find the dependency value in further testing. If the composite reliability value is more than 0.60, the construct value is considered reliable. In addition to assessing the combined reliability value, the variable construct value of the indicator block that measures the construct can be used to obtain the reliability value using Cronbach's alpha. If the Cronbach's

alpha value of an item is higher than 0.7, the item is considered reliable. The loading values of the research variable constructs generated using the Smart PLS program are shown in the following table:

Table 5. composite reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.944	0.952	0.645
Job Satisfaction (Z)	0.894	0.922	0.701
Performance (Y)	0.897	0.924	0.710
Organizational Commitment (X1)	0.829	0.898	0.746

Source : Smart PLS 3.3.3

All variables in Table 5 have construct values greater than 0.7, indicating the reliability of Cronbach's alpha calculation. When determining composite dependency, the construct value is higher than 0.6. This is also considered reliable, meaning that depending on the combined column dependency, all variable constructs are considered reliable. If one construct has a higher correlation than the other constructs, checking the AVE value and the square root of AVE is an additional way to assess discriminant validity. If the AVE value is greater than 0.7, it is considered valid before the correlation test is carried out.

Inner Model Analysis
The accuracy and dependability of the structural model, sometimes referred to as the internal model, are evaluated. Various indicators, including those listed below, can be used to describe the stages involved in the structural model evaluation analysis:
1. Coefficient of Determination (R2)
Based on data processing carried out using the SmartPLS 3.0 program, the R Square value was obtained as follows:

Table 6. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.794	0.790
Performance (Y)	0.737	0.729

Source : Smart PLS 3.3.3

There is an R square value in table 6 which is explained as follows: the R square value of the job satisfaction variable is 0.794 and if it is expressed as a percentage of 79.4, it can be explained that the influence of organizational commitment and organizational culture on job satisfaction is 79.4% and the rest is on other variables. For the R square value of the performance variable, there is 0.737 and if expressed as a percentage of 73.7%, it means that the influence of organizational commitment, organizational culture and job satisfaction on performance is 73.7%, the rest is on other variables.

2. Hypothesis Testing

Testing the suggested relationship between latent constructs in this study was conducted after evaluating the inner model. P-Values and T-Statistics were used in the hypothesis testing methodology of this study. If the P-Value is less than 0.05 and the T-Statistics value is more than 1.96 then the hypothesis is considered accepted. The findings of the direct effect path coefficients are as follows:

Table 7. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X2) -> Job Satisfaction (Z)	0.687	9,478	**0,000**	**Accepted**
Organizational Culture (X2) -> Performance (Y)	0.370	2,749	**0.003**	**Accepted**
Job Satisfaction (Z) -> Performance (Y)	0.338	2,943	**0.002**	**Accepted**
Organizational Commitment (X1) -> Job Satisfaction (Z)	0.237	3,231	**0.001**	**Accepted**
Organizational Commitment (X1) -> Performance (Y)	0.198	2,212	**0.014**	**Accepted**

Source : Smart PLS 3.3.3

In table 7 there are results from the direct influence hypothesis, the explanation is as follows:

1. Organizational Culture has a positive and significant effect on Job Satisfaction with an original sample value of 0.687 and p values of 0.000. This means that if organizational culture increases well, job satisfaction will also increase, conversely, if it decreases, job satisfaction will also decrease.
2. Organizational Culture has a positive and significant effect on Performance with an original sample value of 0.370 and p values of 0.003. This means that if organizational culture improves well, performance will also improve, conversely, if it decreases, performance will also decrease.

3. Job Satisfaction has a positive and significant effect on Performance with an original sample value of 0.338 and p values of 0.002. This means that if job satisfaction increases, performance will also increase, conversely, if it decreases, performance will also decrease.

4. Organizational Commitment has a positive and significant effect on Job Satisfaction with an original sample value of 0.237 and P values of 0.001. This means that if organizational commitment increases well, job satisfaction will also increase, conversely, if it decreases, job satisfaction will also decrease.

5. Organizational Commitment has a positive and significant effect on Performance with an original sample value of 0.198 and P values of 0.014. This means that if organizational commitment increases well, performance will increase and vice versa if it decreases, performance will also decrease.

Table 8. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X2) -> Job Satisfaction (Z) -> Performance (Y)	0.232	2,841	**0.002**	**Accepted**
Organizational Commitment (X1) -> Job Satisfaction (Z) -> Performance (Y)	0.080	2,191	**0.014**	**Accepted**

Source : Smart PLS 3.3.3

In table 8 there are indirect hypothesis results as follows:

6. Organizational Culture has a positive and significant indirect effect on Performance through Job Satisfaction with an original sample value of 0.232 and P values of 0.002. This means that job satisfaction is an intervening variable because it is able to influence organizational culture on performance through job satisfaction.

7. Organizational Commitment has a positive and significant indirect effect on Performance through Job Satisfaction with an original sample value of 0.800 and P values of 0.014. This means that job satisfaction in this study is an intervening variable because it is able to indirectly influence the organizational commitment variable on performance.

CLOSING
Conclusion

1. Organizational Culture has a positive and significant effect on Job Satisfaction with an original sample value of 0.687 and p values of 0.000.

2. Organizational Culture has a positive and significant effect on Performance with an original sample value of 0.370 and p values of 0.003.

3. Job Satisfaction has a positive and significant effect on Performance with an original sample value of 0.338 and p values of 0.002.
4. Organizational Commitment has a positive and significant effect on Job Satisfaction with an original sample value of 0.237 and P values of 0.001.
5. Organizational Commitment has a positive and significant effect on Performance with an original sample value of 0.198 and P values of 0.014.
6. Organizational Culture has a positive and significant indirect effect on Performance through Job Satisfaction with an original sample value of 0.232 and P values of 0.002.
7. Organizational Commitment has a positive and significant indirect effect on Performance through Job Satisfaction with an original sample value of 0.800 and P values of 0.014.

Suggestion
1. For organizations, use this research as input for the organization and improve to become even better.
2. For employees, use this research as input to improve employee performance.
3. For further researchers, it is hoped that this can be used as reference material to create new research with new titles.
4. For researchers, it is hoped that this research will be used as a learning experience to identify and overcome problems that exist in each organization.

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