LEADERSHIP, COMMITMENT AND WORK CULTURE : THEIR IMPACT ON EMPLOYEE PRODUCTIVITY

Ibrahim Ahmad[1], Haeruddin[2], Muhammad Abbas[3],Syarifuddin Arief[4]
[1]STIE Makassar YPUP, ibrahimahmad3112@gmail.com
[2]Politeknik LP3I Makassar, haeruddindml@gmail.com
[3]Fajar University, muh.abbas@unifa.ac.id
[4]Politeknik LP3I Makassar, syarifuddinarief0105@gmail.com

Keyword:	Abstrack
Leadership,Commitment, Work Culture, Employee Productivity	*Purpose of this study was to determine and analyze the influence of leadership, commitment, budaya commit-mentto employee productivity at the Department of Rural Community Empowerment of North Morowali Regency. Penelitian ini mengguna-This study uses a quantitative descriptive approach with a population of 33 people by sampling using the saturated sample Method. The analysis method used is linear regression analysis method. The results obtained are leadership has no significant effect on employee productivity, commitment psoitif psoitif significant effect on employee productivity, BUpower of work has no significant effect on employee productivity. Commitment is the dominant variable affecting employee performance and simultaneously the three variables studied have a positive and significant effect on employee productivity.*

INTRODUCTION

Every organization has a purpose that has been set before it. The company's objectives are achieved if thereare factorsthat support, among others; capital, equipment, Natural Resources and human resources. Human resources in this case is the employee tasked to plan, organize and implementthe activities that exist in therorganization. It therefore requires skilled and skilled personnel and also high spirit, in order to be efficient and effective in the sense that the execution of the task is carried out effectively and efficiently.

Every company leader wants high productivity to achieve company goals will be more easily achieved. Dessler said, "that there are six indicators of productivity, namely: quality of work, productivity, knowledge about work,trust,

IbrahimAhmad,Haerudin, et al

availability, freedomn". According to Mathis and Jackson, "in general, there are severallaspects of employee productivity, among others: quantity of results, quality of results, timeliness of results, attendance, eability to cooperate" (Ni Kadek Eni Juniari, I Gede Riana, & Made Subudi, 2015).

Work productivity is the level of achievement of results on the implementation of a particular gas t u. Productivity managementiis the overall activities undertaken to improve the productivity of employees and organizations, including individual work productivity, group work productivity and employee work productivity is influenced by many internal and external factors organisasi. An organization always cravea situation where its employees have high productivity (Daryanti, Rohanda, & Sukaesih, 2013).

Factors that affect labor productivity in (Nidhaur & Rahmah, 2019) are the level of wages and bonus system, education, expertise and skills of workers; age of workers, procurement of goods, weather, material distance, social relations or cooperation and communication. In this study, the factors raised as study material are leadership, commitment and work culture and their influence on work productivity.

Leadership it is the ability of a person to be able to influence others or guide certain parties to achieve goals (www.salamadian.com, 2020). Rivai and Mulyadi in (SalUtondok & Soegoto, 2015) stated that leadership broadly includes the process of influencing in determining organizational goals, organizational commitment of followers 'behavior to achieve goals, influencing the interpretation of the events of their followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization. Stogdill in (Salutondok & Soegoto, 2015) states that there are many different definitions of leadership, almost as many as the number of people trying to define it. Bass dalam (Salutondok & Soegoto, 2015) States a number of definitions see leadership as a focus group process.

Leadership its definition according to consist of autocratic leadership, bureaucratic leadership, participatory leadership, delegative leadership. (Evitasari,2019) dalam (www.salamadian.com,2020) there are eight types of leadership styles

Ibrahim Ahmad,Haeruddin, et al

namely strategic leadership, authoritarian leadership, transformational leadership, bureaucratic leadership, Democratic leadership, charismatic leadership, delegative leadership, transactional leadership. The indicator ofthedreamy pecial Tyle according to (Riadi, 2019) con i t ofthe ability to make deci ion,

Leadership directly affects the ability of employees. Employees who are not led, will slow down the achievement of targets that have been set. Employees who comply with regulations and with high leadership are able tocreate a conducive atmosphere and have an impact onsthe company's activities. Therefore, employees comply with the established rules is the company's expectation (Ayu Wijaya, Purwanto, & Nur Sulistiyowati, 2019).

In addition kepemimpinan to work leadership, one of the factors that often also affect employee productivity is kcommitment oor organization which can be defined as the strength of an individual whose relative nature in showinghis involvement in the organization. (Afni Can & Yasri, 2016) aggota who has a commitment to his organization then he will be morerresistant as part of the organization than aggota who does not have a commitment to the organization. Meyer & Allen dAlam Spector quoted by (Rahmadaningtyas, 2016) explained that korganizational commitment canibe interpreted as the extent to which an employeeexperiences asense of unity with their organization. Furthermore, organizational commitment also feedsan individual's willingness to be with an organization that has three main characteristicsa, namely, *affective commitment, continuity commitment, andnormative commitment".*

Organizational commitment according to Meyer and Allan (2005) in (Istiqomah, 2008), is classified into three model components, namely; *affective commitment*, *continuence commitment*, *normative commitment*. According to (Luthan, 2016) organizational commitment is defined as: (a) a strong desire to remain as a member of a particular organization, (b) a desire to strive as the organization wishes, (c) certain beliefs, and acceptance of the values and goals of the organization. Factors that affect commitment according to Sopiah, 2008 In (Nadapdap, 2017), there are four factors that affect employee commitment pada organization, namely: personal factors, job characteristics, structural characteristics, work experience. According to Steers in (Sopiah, 2018) States three indikatorfactors that

IbrahimAhmad,Haerudin, et al

affect an employee's commitment, namely: personal characteristics, job characteristics, work experience.

(Icha, 2019) the benefits of organizational commitment are: serious employees show high commitment to organizations that haveamuch greaterability to showa high level of participation in an organization, have a strong desire to keep working in an organization that is now, and can continue to contribute for the sake of achievement of goals. According to Lincoln and Bashaw in (Sopiah, 2018) organizationalcommitment has threekindicators, namely: employee willingness, employee loyaltyr, employee pride.

Commitment oor organization is closely related to leadership. It is a difficult thing for the leader, namely howthe organizational commitmentof members of the organization or subordinates. Likewise with the individual, must know how the commitment of self-organization in the work. BIasanya an employee who is lethargic and lackluster in doing the job then this becomes a question and problem to be solved. Each human resource owned by the organization has an organizational commitmentnto join and remain in the organization. The organizational commitment of each employee must be different. And commitment organization was the reason each individual in doing a job. Theabasic principle for the creation ofcommitment toorganization in employees is the existence-of employee needs that are met, so that employees haveaboost of morale because they are satisfied with what they produce.

Community and village empowerment office of North Morowali Regency in achieving organizational goals continues to improve and supervise therwork productivity of its employees. It can be described that the phenomenon that occurs that some of the employees are still often procrastinateroutine workers, undisciplined, and often occur miscommunication among employees. This is the basis so that there needs to be efforts to be made in order to increase produktivitas theproductivityof work. In order to realize what has been described above, it is necessary to increase organizational commitment to employees, the application of good leadership and the implementation of work culture. From the description above, the researcher was interested to see the influence of leadership, kcommitment organization and work culture on the performance of community and village empowerment servicesrin North mo R owali Regency.

Ibrahim Ahmad,Haeruddin, et al

The purpose of this study isto determine and analyze: (1) the effect of work leadership on employee productivity in communityand village empowerment in North Morowali Regency, (2) the effect of organizational commitment to employee productivity in communityand village empowerment in North Morowali Regency., (3)the influence of Work Culture on employee productivity Dinas in theemcommunity MandNorthesa KMorowali Regency. (4) the influence of work leadership, organizational commitment and work culture simultaneously affect the productivity of employees in thecommunity development and community developmentof North Morowali Regency?

As a basis in assessing or analyzing dibutuhkan the framework needed to determine the influence of leadership, commitment and culture tothe Rja teRfacing employee productivity is as follows:
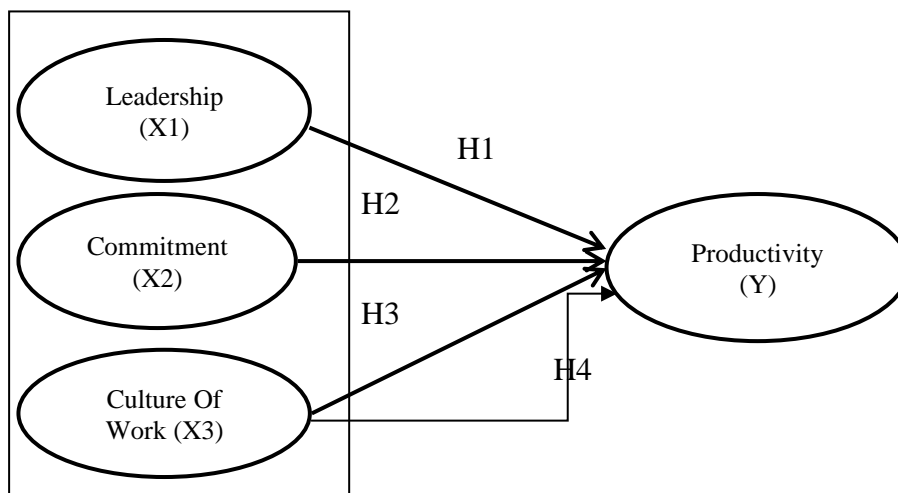

Figure 1. Frame Of Mind

Based on the figure, the hypothesis proposed is:

H1: leadership has a significant effect on employee productivity

H2: commitment significantly affect employee productivity

H3: work culture significantly affect employee productivity

H4: leadership, commitment and work culture significantly affect employee productivity

IbrahimAhmad,Haerudin, et al

RESEARCH METHODS

This study uses penelitian a quantitative descriptive research approach. Quantitative research is a type of research that basically uses a deductive-inductive approach (Wahidmurni, 2017) and berR based on the philosophy of positivism, used to research on popUlasi or specific samples, data collection using research instruments, anlysis of quantitative data with the aim of testing the hypothesis set (Sugiyono, 2017). Jenis penelitian yang digunakan adalah penelitian survey (Sukamadinata 2018).

(Margono, 2005) population is all the data that concerns us in a scope and time that we determine. Thus, the population dealsbwith the data, not the people. If humans provide a data, then the number or size of the population will be as much as the size of humans. Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2017). The population in this study is all employees of the Office of community empowerment and the village of North Morowali Regency as many as 33 people. all populations from the study used as a sample (Sugiyono, 2017).

Research data collection, the author uses methods, among others; namely the method of observation and questionnaire method (questionnaire). Questionnaire technique *used likert scale* by applying five categories of answers, namely 1 "strongly disagree (STS)", 2 "disagree (TS), 3 "quite agree (CS)", 4"agree (S)", 5"strongly agree (SS)". After the data that the authors need to collect, then the next step is to analyze the data. Analysis of the data used in this study using descriptive analysis of quantItatif. Quantitative research data analysis techniques using inferential statistics (often also called inductive statistics or *probability*statistics) isastatistical technique used to analyze sample data and the results applied to the population.

Before the research instrument is used it is necessary to conduct a trial first. The purpose is to determine *the valid* and *reliable* of the instrument teRcall based on data emperis. The validity test is used to measure whether a questionnaire is legitimate or valid. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire.

Ibrahim Ahmad,Haeruddin, et al

(Ghozali 2005). (Sugiyono 2017)…Validity test is the degree of accuracy between the data that actually occurs on an object and the data that can be collected by researchers. (Ghozali 2005), an instrument item is considered valid if it meets the following criteria 1) If the Pearson Correlation value is > 0.3, it is declared valid; 2) If the Pearson Correlation value is <0.3, it is declared valid.

To determine whether a questionnaire instrument is valid or invalid. In this study, to process and analyze the validity of the test used *software IBM SPSS (Statistical Program for Social Science)* version 22.00 *for Windows* is to see the value of R>count, compared with R-critical value (0.3). If the value of R-count, is greater than R-critical (0.3), then the questionnaire is said to be valid. Bevice versa, if r-count is smaller or less than R-critical (0,3), then the questionnaire is invalid. The analysis used is by correlating each item score with the total score (the sum of all item scores) using the Pearson Correlation formula.

As for (Sugiyono, 2017), reliability test is used totest research instructionsthat when used several times to measure the same object, will produce the same data. The reliability test analysis model used in this research is the Crobanch Alpha model. According to (Ghozali 2005), a research variable is said to be reliable if it meets the criteria, if Cronbach alpha > 0.6 is declared reliable and Cronbach alpha <0.6 is declared unreliable.

After the data is declared valid and reliable, then proceed insthe process of statistical data processing. Inferential analysis using multiple linear regression analysis method using SPSS (*statistical Program for Social Science) version 22.00,* with formula as follows:

$$Y = b0 + b_1X_1 + b^2X_2 + ei$$

Where:

Y   = Employee Productivity

X1   = Organizational Commitment

X2   = Organizational Commitment

Z   = Job Satisfaction

b1-b2   = regression coefficient (Parameter)

b0   = constant (Intercept)

e   = error factor

IbrahimAhmad,Haerudin, et al

For hypothesis testing is done by multiple linear regression analysis dengan using a computer through the SPSS version 22.0 program. The results analyzed consist of; coefficient of determination, F statistics, t test statistics.

RESULTS AND DISCUSSION

Description of The Characteristics of The Respondent

The respondent profile consists of 4 criteria, namely gender, age, final education, length of Service. The number of respondents who gave as many responses or N = 33 people. After processing using SPSS, the output can be seen in the following table:

Chart 1. Respondent Description

Characteristics	frequency	Percent
gender		
Male	20	90.9
female	13	9.1
Total	33	100.0
age		
21-30 years	10	30.3
31-40 years	10	30.3
41-50 years	7	21.2
> 50 years	6	18.2
Total	33	100.0
final Education		
D1-D3	6	18.2
D4/S1	4	12.1
S2	1	3.0
High School	22	66.67
Total	33	100.0
Working Time		
0-2 Years	2	6.1
2-5 Years	4	12.1
6-10 Years	6	18.2
11-15 Years	5	15.2
>16 Years	16	6.1

Sumber: Output SPSS:2023

In the table above, the profile of respondents based on gender consists of gender with a frequency of 20 people with a percentage of 60.6% and female gender as many as 13 people with a percentage of 39.4%. The table above explains that the profile of respondents by age is dominated by the age of 21-30 years with a frequency of 10 or 30.3% and 31-40 years with a percentage of 30.3%. Age 41-50

years with a frequency of 7 people or 21.2% and age > 50 years with a frequency of 6 people or 18.2%. The total number of respondents based on age Berjumum 33 people or 100%. In the table above respondents based on final education is dominated by high school education/equivalent with the number of frequency of 22 and the percentage of 66.7% and the level with the lowest frequency is the level of S2 as much as 1 with a percentage of 3%. The profile of respondents based on employee tenure is dominated by tenure > 16 years with a frequency of 16 with a percentage of 48.5% and the lowest frequency <2 years with a frequency of 2 with a percentage of 6.1%.

Test Research Instruments

Test instrument research consists of testing the validity and reliability. Validity testing with correlation product moment for all variables studied both independent and dependent variables provided that the data is valid when the pearson correlation > R critical value is 0.30. While in the reliability test, the data is considered reliable when the cronbachs alpha score>0.6. The validity test of VAriable can be seen in table 2.

In the validity test table, all independent variable instruments and dependent variable Y obtained scores above (>0.3) and 2 tailed sig above <0.05, so it can be concluded that all the questionnaire items in this research are declared valid. After the validity test is carried out and stated that all data on the variables studied have qualified as valid data, then the next valid data is tested using reliability testing using SPSS 22 equipment.

IbrahimAhmad,Haerudin, et al

Tabel 1 Uji Validitas

Item	Pearson Corre-lation	Sig (2 Tailed)	r-kritis	Creteria
X11	0,580	0,000	0,3	Valid
X12	0,826	0,000	0,3	Valid
X13	0,694	0,000	0,3	Valid
X14	0,609	0,000	0,3	Valid
X15	0,727	0,000	0,3	Valid
X16	0,733	0,000	0,3	Valid
X17	0,813	0,000	0,3	Valid
X18	0,733	0,000	0,3	Valid
X21	0,423	0,000	0,3	Valid
X22	0,350	0,000	0,3	Valid
X23	0,761	0,000	0,3	Valid
X24	0,593	0,000	0,3	Valid
X25	0,387	0,000	0,3	Valid
X26	0,817	0,000	0,3	Valid
X27	0,833	0,000	0,3	Valid
X28	0,703	0,000	0,3	Valid
X29	0,694	0,000	0,3	Valid
X210	0,689	0,000	0,3	Valid
X211	0,759	0,000	0,3	Valid
X212	0,661	0,000	0,3	Valid
X31	0,715	0,000	0,3	Valid
X32	0,708	0,000	0,3	Valid
X33	0,740	0,000	0,3	Valid
X34	0,788	0,000	0,3	Valid
X35	0,805	0,000	0,3	Valid
X36	0,733	0,000	0,3	Valid
Y1	0.800	0,000	0,3	Valid
Y2	0,767	0,000	0,3	Valid
Y3	0,576	0,000	0,3	Valid
Y4	0,647	0,000	0,3	Valid
Y5	0,891	0,000	0,3	Valid
Y6	0,826	0,000	0,3	Valid
Y7	0,888	0,000	0,3	Valid
Y8	0,854	0,000	0,3	Valid
Y9	0,899	0,000	0,3	Valid
Y10	0,812	0,000	0,3	Valid
Y11	0,756	0,000	0,3	Valid
Y12	0,419	0,000	0,3	Valid

Source :Output SPSS:2023

In the reliability statistics table, the Cronbach's Alpha score is 0.949 with N of Items 38 . From these results it can be concluded that overall the items studied are declared "reliable" because the Cronbachs Alpha Value Score*Cronbachs Alpha*>0.6. From the results of the overall processing of the total variable items consisting of leadership variables, commitment and work culture are all declared reliable (see table 2) and all instruments can be continued to be processed at a later stage by using multiple linear regression to test partially (t test), simultaneously (F test) and coefficient of determination test (R2).

Ibrahim Ahmad,Haeruddin, et al

Tabel 2 Reliability Statistics

Cronbach Alpha	N Items
0,949	33

Source : Output SPSS:2023

Regression Ldouble inier

After the data is declared *valid* and *reliable*, then the data is processed into SPSS by using multiple linear regression analysis with the resulting output consists of *descriptive statistics, ANOVA, model Summary, coefficient.*

Tabel 3 **Deskriptif Statistik**

Variabel	Mean	Std. Deviation	N
Work	Productivity	54.9394	5.08638 33
Leadership	37.7576	2.66962	33
Commitment	56.7879	3.73127	33
Work Culture	28.0606	2.38405	33

Source: Output SPSS:2023

Tabel 4 **ANOVA**

The	Sum of	Df	Mean	F	Sig.
Regression	599,978	3	199,993	25,443	0,000
Resedual	227,900	29	7,859		
Total	827,879	32			

Source: Output SPSS:2023

In the Anova table above can be obtained figures that in *the table sum of Square* 599,978, df 3 and *mean square* 199,993 with the value of F 25.499 with Sig 0.000.

Tabel 5 Model Summary

Model	R	RSquare	Adusted R Square
1	0,851	0,725	0,696

Source : Output SPSS:2023

Model summary di atas menerangkan bahwa dengan nilai R yang diperoleh 0,851, R Square 0,725, Adjusted R Square 0,696, Std, Error of the estimaste 2,803333 dan Durbin Waston 1,678. Based on the RSquare table of 0.725 which means that the dependent variable (X1,X2, X3) against the dependent (Y) has an effect of 72.5% and the remaining 27.5% is influenced by other factors. Furthermore, the output of multiple linear regression to see whether the dependent variable ineffect on the dependent variable can be seen in the regression coefficient table.

IbrahimAhmad,Haerudin, et al

Tabel 6 Cooficient Regresi

Variabel	Unstandardized Coef.		St.Coeficient	t	Sig
	B	Std. Error	Beta		
(Constant)	-11,774	7,666		-1.536	0,135
Kepemimpinan	0,182	0,491	0,095	0,370	0,714
Komitmen	0,875	0,341	0,642	2,569	0,016
Budaya Kerja	-,362	0,281	0,170	1,285	0,209

Source: data processed:2023

Based on the table *" coefficients "* provide material in filling the multiple linear regression equation and the presence or absence of the influence of leadership style variables, commitment and culture partially (individually) to the creterium variable (dependent) work productivity. The regression equation formula with variable coefficients obtained from the results of this study are:

$$Y = -11.774 + 0.182\ X^1 + 0.875X^2 + 0.362X^3$$

The summary of the above output can be seen in the following table:

Table 8 Cooficient Regression

Variabel	(B)	F_{hitung}	T_{hitung}	Sig.	Hasil Uji Hipotesis
X1→Y	0,182		0,491	0,714	H_1 ditolak
X2→Y	0,875		2.569	0,016	H_2 diterima
X3→Y	0,362		1.285	0,209	H_3 ditolak
X1,X2,X3→Y		25.449		0,000	H_4 diterima
R Square		0,725			

Source: processed Data;2023

To be able to determine whether the independent variable is influential or not, the basis of decision making is to look at the value of GIS.calculate with alpha error equal to Alpha 0.05. Variable leadership style with a value of B=0.182 and GIS.calculate the obtained is 0.714 > of 0.05 then the regression coefficient of leadership style is greater than the alpha error of 0.05 and it can be concluded that the leadership style has a positive effect and is not significant on employee productivity.

Positive influence means "there is still influence", but changes to employee productivity are not real or can be said to be weak influence seen from the value of B=0.182 or only 18.2%. The statement, it can be said that the first hypothesis that leadership has a positive and significant effect on employee productivity cannot be accepted (rejected). The results of this study support the results of research (Liza,

Fikri, and Kinasih 2022) menunjukkan bahwa gaya kepemimpinan tidak ber-pengaruh signifikan terhadap produktivitas kerja karyawan.

The second discussion is "commitment variable" with the value of B=0.875 and GIS count 0.016. The value of GIS count < of 0.016, so it can be concluded that the commitment variable has a positive and significant effect on employee productivity variables in the Village Community Empowerment Office of North Morowali Regency. The effect of commitment on employee productivity in this study is weak and not significanttoemployee productivity. And these results, reject the hypothesis proposed that commitment has a positive and significant effect on work productivity pegawai. This can be interpreted that the increase in employee commitment does not beRinfluence on changes in employee productivity.

The last independent variable is the work culture variable, meMobtained the value of B= 0.362 and GIS count of 0.209. The calculation obtained is greater or 0.209 > 0.05 so it can be concluded that the work culture has a positive effect but not significant to the variable work productivity and the conclusion is that the second hypothesis of work culture has a positive and significant effect on employee productivity is rejected.

These results are not in line with previous research that discusses a then influence of Work Culture on employee productivity, which found that work culture has a strong and significant effect. This does not support the results of this study.eThis result can be interpreted that, with a high work culture will significantly affect thein creasing per Umaterial on employee productivity. The results of this study (Muhamad Suhardi 2022), (Zusmawati Zusmawati and Imili Riski Ramadani 2023) that work culture in an organization has a positive and significant effect on employee performance and work discipline culture has a positive and significant effect on employee productivity and performance.

Other research results that are not in line with the results of this research are research (Leihitu, Kalangi, and Rogahang 2022) that work culture has a significant influence on employee work productivity at PT. Tigaraksa Satria, Tbk. A work culture that is formed positively inits work for the sakeof the company's organization, but the work culture will be bad if employees in an organization have differences in views, opinions, energy and thoughts. The formation of work culture begins with

IbrahimAhmad,Haerudin, et al

the level of leadership awareness because of the large relationship between leaders and subordinates is very menentukan its own way of what is run in the work unit device in organization.

The simultaneous influence of leadership, commitment and work culture on employee productivity can be seen in the resultsof simultaneous u ji which is useful to know how the influence of predictor variables (independent) to creterium variables (dependent) simultaneously or together. The hypothesis proposed is that the predictor variables consisting of leadership style, commitment and work culture variables have a positive and significant effect on the performance variables in the Department of Community Empowerment and village of North Morowali Regency based on the results of hypothesis testing, leadership style variables with a value of B=25,449 and GIS. is 0.000 < 0.05.

Based on these results, simultaneously variable leadership stylei, commitment and work culture simultaneously have a positive and significant effectfon employee productivity variables. And to measure how much simultaneous influence can be explained by coefficiency determination (R Square) or symbolized by R2 meaningful as a contribution of influence given the independent variable to the dependent variable, in other words that the coefficient of determination or R Square is useful to predict and see how much the contribution of influence given the variable X simultaneous) to the variable Y.

In *the summary model* can be seen in the column R Square obtained a value of 0.725 or 72.5% meaning that the influence of leadership style, commitment and work culture is very strong effect of 72.5% and the remaining 27.5% is the contribution of other variables outside this study. In this result, these three variables, namely leadership, commitment, work culture together haveasignificant strong influence on employee productivity, so it can be interpreted that with good leadership, high employee commitment, and high work culture have a linear impact on employee productivity.

CONCLUSIONS AND RECOMENDATION

Based on the results of the analysis and discussion above, the conclusions that can be drawn on as a result of this study are as follows: (1) Leadership variables have no significant effect on employee productivity in the Department of

Ibrahim Ahmad,Haeruddin, et al

Community Empowerment and village of North Morowali Regency, (2) commitment variables have a significant effect on employee productivity in the Department of empowerment in Community and village empowerment Office of North Morowali Regency, (3) Work Culture variables have no significant effect on employee productivity variables at The Village Community Empowerment Office of North Morowali Regency, (4) simultaneously leadership variables, commitment and work culture have a significant effect on employee productivity variables at The Village Community Empowerment Office of North Morowali Regency. Of the three variables studied, the commitment variable has a strong and significant effect on employee productivity. This can be interpreted by the high commitment of employees to realize a real increase in employee productivity.

Based on the above conclusion, it can be suggested to then be the first recommendation is a very important thing built from an organization is to build a commitment to all employees both superiors and subordinates to be able to work well in realizing the vision and mission of the organization. If this commitment has been built and carried out together then other factors such as leadership and a new work culture can work well, because the core of this issue is how the commitments that have been built can be carried out and improved at any time in support of achieving organizational goals. Therefore, it can be said that a strong commitment can make the organization stronger in the future.

And the second is that thenext researcher is expected to examine in more depth the results of this study by continuing this study and including other variables in his research. In addition, the results obtained from this study are supported by a small amount of data so that the results achieved are less than optimal and are expected in future studies are expected to use more samples to prove whether the results of this study can support or reject the results of this study.

REFERENCES

Afni Can, & Yasri. (2016). Effect of work motivation, job satisfaction and organizational commitment to employee performance at Bank Nagari. *Journal of business and Public Management Research, IV*(1), 1-26.

Wyndham, N.Y., Purwanto, H., & Nur Sulistiyowati, L. (2019, September 14). Influence of work discipline, work motivation and work environment on employee performance. *Journal of SIMBA, I*, 11271-11287.

Danison, D., Hooijberg, R., Lane, N., & Lief, C. (2012). *Leading Culture Change in Global Organizations: Aligning Culture and Strategy.* San Francisco: Jossey-Bass.

Daryanti, D., Rohanda, & Sukaesih. (2013, December). The effect of work motivation on the performance of employees in the Library, Archives and documentation Agency (BPAD) Bengkulu province. *Journal of Information and Library studies, I*(2), 127-135.

Devita, M. (2017). Factors that affect employee performance at restaurant alpha hotel Pekanbaru. *JOM Fisip, 4*(2).

Your Edith. (2018, October 25). *Work culture: types,characteristics, functions and examples.* Retrieved Maret 10, 2020, from https://www.pembelajaranmu.com/2018/10/budaya-organisasi-jenis.html

Evitasari. (2019, October 29). *Leadership Style.* Retrieved April 27, 2020, from https://guruakuntansi.co.id/

The Holy Spirit, N. (2018). The effect of motivation and commitment to the performance of civil servants in the Department of culture of Bali Province. *Public Inspiration: Jurnal Administrasi Publik, III*(1), 46-52.

Ghozali. (2005). *Multivariant analysis with SPSS.* Semarang: UNDIP.

H. M. (2012). *Human Resource Management, Revised Edition.* Jakarta: Bumi Aksara.

Hapsari, W. P. (2017, July 1). Retrieved Januari 25, 2020, from dictio: https://www.dictio.id/t/faktor-faktor-apa-saja-yang-mempengaruhi-kepuasan-kerja/8697

Hasibuan, M. (2012). *Human Resource Management, Revised Edition.* Jakarta: Bumi Aksara.

Hepiana Patmarina, & Nuria Erisna. (2012). The Influence Of Work Discipline On Employee Performance Mediated By CV Company Work Productivity. The Southern Ocean Of Java In Lampung City. *Journal of Management and business*, 19-37.

Icha, Y. (2019, December 13). *Organizational Commitment-Complete Understanding, Benefits, Forms, Indicators And Factors.* Retrieved from https://www.ruangguru.co.id/pengertian-komitmen-organisasi-manfaat-bentuk-indikator-dan-faktornya-lengkap/

Istiqomah, I. W. (2008). The effect of job satisfaction, organizational commitment and professional commitment to the desire to switch auditors at the public accounting firm (KAP) in East Java. *Investigate.*

Jailani, M. (2012, December). The credibility of the leader on the performance of employees of the land and spatial control Office of East Kutai Regency. *Journal Of Paradigms, I*(3), 402-419.

Ibrahim Ahmad,Haeruddin, et al

jurnalmanajemen.com. (2019, September 30). *Understanding work culture, functions, theories, characteristics, and examples*. Retrieved Maret 10, 2020, from https://jurnalmanajemen.com/budaya-organisasi/

kajianpustaka.com. (2019, April 13). Retrieved March 20, 2020, from work discipline - definition, types, indicators and influencing factors: https://www.kajianpustaka.com/2019/04/disiplin-kerja-pengertian-jenis-indikator.html

Luthan, F. (2016). *Organizational Behavior (V.A Yuwono, dkk),Edisi Bahasa Indonesia.* Yogyakarta: ANDI.

Leihitu, K F, J A F Kalangi, and J J Rogahang. 2022. "The effect of motivation, supervision and work culture on employee productivity PT. Tigaraksa Satria, Tbk." *Productivity* 3(1): 61–66. https://ejournal.unsrat.ac.id/ index.php/ productivity/article/view/37991.

Liza, Elfira Marta, Khusnul Fikri, and Dwi Dewisri Kinasih. 2022. "The influence of leadership style and motivation on employee productivity at PT. Home Center Indonesia Pekanbaru City."*Student scientific journal: Merdeka EMBA* 1 (1): 1-11.

Muhamad Suhardi. 2022. "The Influence Of Organizational Culture And Work Ethics On The Productivity Of Private High School Teachers." הארץ*JOEAI (Journal of Education and Instruction)* 5(2): 496–504.

Margono. (2005). *Methodology of Educational Research.* Jakarta: PT Rineka Cipta.

Meilany, P., & Ibrahim, M. (2015, October). The effect of work discipline on Employee Performance (case of operational part of PT Indah Logistic Cargo Cab. Pekanbaru). *Journal of JOM Fisip, II*(2), 1-11.

Moeheriono. (2012). *Competency-Based Performance Measurement.* Jakarta: PT Raja Grafindo.

Muchlisin. (2019). Work productivity-definition, aspects and measurements. *www.Kajianpustaka.com*, 1.

You Got It, K. (2017). Effect Of Organizational Commitment On Employee Performance. *Scientific journal of Methonomy, III*(1), 1-9.

Nafiza Wibowo, A. (2017, July). *What indicators are there in labor discipline?* Retrieved Maret 10, 2020, from https://www.dictio.id/t/indikator-indikator-apa-saja-yang-ada-pada-disiplin-kerja/8691

Nenny Anggraeni. (2012). The effect of ability and motivation on employee performance at Skolah Tinggi Seni Indonesia (STSI) Bandung. *Journal of the Indonesian University of Education, XI*(2), 54-74.

Ni Kadek Eni Juniari, I Gede Riana, & Made Subudi. (2015). The effect of motivation on Job Satisfaction and performance of civil servants (PNS) in Nusa Dua Tourism College Bali. *E-Journal of Economics and business Udayana University, 4*(11), 823-840.

IbrahimAhmad,Haerudin, et al

Nidhaur, & Rahmah. (2019). Labor productivity: definition, factors that influence it, and the benefits of measuring productivity. *Journal Of Procurement*, 1-10.

Education, D. (2020, January 15). *Population*. Retrieved from https://www.dosenpendidikan.co.id/pengertian-populasi-menurut-para-ahli/

Education2, D. (2020, January 29). *Organizational Commitment*. Retrieved from https://www.dosenpendidikan.co.id/komitmen-organisasi/#Indikator_Komitmen_Organisasi

Prawirosentono, S. (1999). *Employee Performance Policy.* Yogyakarta: BPFE.

Daughter, I. S. (2016). The influence of Work Culture on the performance of employees in the Department of Education and culture of Samarinda. *Journal of State Administration, IV*(4), 4802-4816.

Rahmadaningtyas, F. (2016). *Thesis Hubungan Big Five Personality dengan Komitmen Organisasi di PT Varia Usaha Beton Waru.* Surabaya: Digital Library UIN Sunan Ampel.

Ranty Sapitri. (2016). The Effect Of Organizational Commitment To The Performance Of Employees Of The State Electricity Company Pekanbaru Area. *Jom FISIP, III*(2), 1-13.

Riadi, M. (2019, April 06). *Theories, indicators and types of leadership styles*. Retrieved April 06, 2020, from www.kajianpustaka.com

Robbins, S. P. (2006). *Organizational Behavior Index.* Jakarta: Gramedia Group.

Robbins, S. P., & Timothy, J. (2009). *Organizational Behavior 13th Edition.* New Jersey: Pearson Education, Inc.

Salma D. (2016). The effect of organizational commitment, work motivation and work experience on the performance of freelance honorarium employees at Health Centers in Morowali Regency. *Catalogical Journal, IV*(8), 73-84.

Greetings, Y., & Soegoto, A. (2015). The influence of leadership, motivation, working conditions and discipline on the performance of employees in the Secretariat Office of the Sorong City Parliament. *Emba Journal*, 849-862.

Sari, A. P. (2013). *The relationship between work culture and organizational commitment in PT. Bank BRI Syariah Malang Raya.* Malang: http://etheses.uin-malang.ac.id/.

Simamora, & Henry. (2019). Human Resource Management. *STIE YPKN*, 1-10.

In The Meantime, L. (2016). *Human Resource Management.* Jakarta: Bumi Aksara.

Sopiah. (2018). *Organizational Behavior and management and Human Resources.* Yogyakarta: ANDI Offset.

Sugiyono. (2017). *Quantitative, Qualitative, and R&D research methods.* Bandung: CV Alfabeta.

Sukamadinata. 2018. *Educational Research Methods*. Bandung: PT Remaja

Ibrahim Ahmad,Haeruddin, et al

Rosdakarya.

Tusholihah, M., Nupi Hasyim, A., Novitasari, A., Pauziah Oktavia, P., Indah Lestari, F., Fadli, M., et al. (2019). The influence of motivation and work discipline on the performance of outsourced employees. *Jurnal Equilibrium Manajemen, V*(2), 1-11.

Wahidmurni. (2017). Exposure To Quantitative Research Methods. *UIN Malang repository*, 1-10.

www.kajianpustaka.com. (2014, January 12). *Understanding, indicators and factors that affect performance*. Retrieved from https://www.kajianpustaka.com/2014/01/

www.muchakkinen.blogspot.com. (2017). Productivity Indicators. *Bandit Papers*, -.

www.pelajaran.co.id. (2019, April 20). *Understanding of labor discipline, types, aspects, indicators and factors that affect complete labor discipline*. Retrieved Maret 20, 2020, from https: //www.pelajaran.co.id /2019/20/pengertian-disiplin-kerja-jenis-aspek-indikator-dan-faktor-yang-mempengaruhi-disiplin-kerja.html

www.salamadian.com. (2020, February 9). *Definition of leadership: objectives, theories, functions and examples of Leadership*. Retrieved April 17, 2020, from https://salamadian.com/pengertian-kepemimpinan/

www.silabus.web.id. (2019, March 20). *Understanding and indicators of work discipline*. Retrieved from https://www.silabus.web.id/pengertian-dan-indikator-disiplin-kerja/

Zusmawati Zusmawati, and Imili Riski Ramadani. 2023. "The impact of leadership, motivation and work discipline on employee performance (Case Study PT. Suconfindo Padang)."*Journal of entrepreneurship and Business Management: Cuan* 1(2): 01-21.