

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, MOTIVATION AND COMMITMENT ON EMPLOYEE PERFORMANCE AT BANK BJB MAIN BRANCH OFFICE BANDUNG

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Abstract

The success of a company or organization is influenced, among other things, by the performance of its members. The situation that is still often experienced by companies is the problem of leadership, motivation and commitment in carrying out work, this will have an impact on employee productivity and performance. This research was conducted with the aim of analyzing the influence of leadership, motivation and commitment on employee performance. The research was conducted at BJB Bank Bandung main branch office. The method used in this research is a quantitative approach. The research data were analyzed using descriptive and verification analysis. The research results show that employees of Bank BJB's main branch office in Bandung gave a positive and high response to transformational leadership, motivation and commitment. Furthermore, transformational leadership, motivation and commitment have a positive and significant effect on the performance of Bank BJB employees at the Bandung main branch, both partially and simultaneously.

Keywords: Transformational Leadership, Motivation, Commitment and Performance.

INTRODUCTION

Human resource management is an important part of a company or organization, this is because human resource management activities include managing members in a company or organization. An organization definitely has a shared vision, mission and goals, but to achieve these three, human resource management needs to be managed well and correctly. The success of a company or organization is influenced by the performance of its members. According to (Auromiqo et al., 2019) The existence of

human resources is very important in supporting organizational activities in accordance with current developments. Therefore, it is reasonable that many agencies are oriented towards developing the capabilities of their human resources optimally, because this will have an impact on the performance of their members so that the reputation of the organization increases. Every organization has the same vision and mission, namely that they both want the organization to continue to experience development in each generation and not be consumed by the times.

Bank BJB Bandung Main Branch Office is the branch that manages the regional treasury for the province of West Java. Therefore, as the main service provider, quality work results from all employees are needed to determine whether the company is successful or not in achieving its goals. The same thing is the case with Bank BJB Bandung Main Branch Office, an increase or decrease in the performance of Bank BJB Bandung Main Branch Office employees can be caused by several factors such as leadership, motivation and commitment within the company, because if there is no leader who are good at directing their employees, as well as good motivation and commitment from employees, this will certainly influence employees which will ultimately reduce performance levels. Because of the leadership role,

The phenomenon that occurred at bank BJB Bandung main branch office, when researchers conducted non-formal interviews with one of the employees of bank BJB Bandung main branch office, said that there were still employees who had poor performance and looked relaxed in carrying out their work, this was because several factors, such as lack of motivation and lack of commitment to the company.

There is also a phenomenon where employee productivity at Bank BJB Bandung Main Branch Office cannot be said to be good. This is because Bank BJB Bandung Main Branch Office has not been able to increase optimal profits from the performance of its employees, so it needs attention. In the first quarter of 2019, Bank BJB only was able to record net profit attributable to the parent entity of Rp. 420.78 billion, where this achievement decreased by 8.5% compared to net profit in the same quarter in 2018 which was recorded at Rp. 459.9 billion. This proves that there is a decrease in employee productivity, because profitability is a measure of a bank's ability to increase its profits and is a benchmark for measuring the level of bank efficiency. (Kontan.co.id, 2020).

In an effort to realize this improvement, the company certainly needs to be supported by quality resources, and this is supported by several other factors such as leadership, motivation and commitment of the employees within it. Based on the description above, in an effort to improve employee performance, it is necessary to conduct research on "The Influence of Transformational Leadership, Motivation and Commitment on Employee Performance of Bank BJB Bandung Main Branch Office"

THEORITICAL REVIEW

Understanding Leadership

Leadership is a person's expertise in organizing or managing an organization or a company. According to (Yukl et al., 2019) Leadership is a process of influencing individuals or other people to understand and agree with what needs to be done and how the task is done effectively, as well as a process of facilitating organizational efforts to achieve its goals.

Transformational leadership

According to Robbins & Judge in (Setiadi & Lutfi, 2021) The definition of transformational leadership is that a leader inspires his followers to go beyond their own interests and can have a big impact on his followers.

Transformational leaders give or pay attention to the things and development needs of followers, transformational leaders change the awareness and mindset of followers about problems by helping them see problems in new ways, and are able to change their ways and finally be able to solve problems that exist in an organization or company.

Transformational leadership inspires their followers not only to believe in themselves personally, but also to believe in their own potential to envision and create a better future for the organization. According to (Yukl et al., 2019) Transformational leaders can make their subordinates more aware of their interests and values at work and are able to persuade their subordinates not to prioritize their own interests. Transformational leadership is one of the many leadership styles whose approach is through demonstrating the behavior and abilities of leaders who inspire their followers so that employees can work well and produce the desired performance.

Transformational Leadership Indicators

Robbins & Judge in (Rivani et al., 2022) identified four indicators of transformational leadership, including Idealized influence, Inspirational motivation, Intellectual stimulations and Individualized consideration.

1. Idealized influence concerns the formulation and articulation of visions and goals that challenge and motivate followers to work beyond their interests in order to achieve shared goals.
2. Inspirational motivation refers to the way leaders motivate and inspire their followers to commit to the vision of the organization.
3. Intellectual stimulation deals with the role of leaders in stimulating innovation and creativity in their followers by questioning assumptions and approaching old situations in new ways.
4. Individualized consideration refers to leaders who pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor.

Understanding Motivation

Simanjutak inside (Satria, 2021) states that motivation is very important and must be started by everyone in order to improve their performance, motivation comes from the Latin movere which means to move. Motivation is a condition that comes from within or from outside that influences a person in carrying out an activity in achieving a predetermined goal (Setyawati & Subowo, 2018). Motivation comes from the Latin word: movere, which means encouragement, which is intended to achieve goals. Motivation itself is something that raises enthusiasm or encouragement.

The strength and weakness of a person's motivation determines the size of work performance and is seen not merely as a source of income, but as an opportunity to develop oneself and provide something meaningful for the organization.

Motivational Indicator

According to Wibowo in (Fauzi, 2021), motivational indicators are as follows:

1. The Need for Achievement

Is the need to achieve success, which is measured by the standard of perfection in a person. This need is closely related to work, and directs behavior in efforts to achieve certain achievements.

2. The Need to Expand Relationships

The need to expand association, namely the need for affiliation, which is an encouragement to interact with others, be with other people, and not want to do something that harms other people or try to avoid conflict

3. The Need to Master a Job

The opinion from the definition above is that work motivation is a skill in directing or controlling and moving someone to take action on the desired behavior based on predetermined targets to achieve certain goals.

Understanding Commitment

Experts have different explanations about organizational commitment but have similar meanings. According to Cook & Wall in (Saerang et al., 2018) defining organizational commitment is the psychological attachment of employees to an organization, and can be seen in employee loyalty to the organization, motivation to combine organizational goals and commitment to the organization.

It was also explained that Commitment is a willingness to use genuine effort for the benefit of the organization and a desire to maintain membership in an organization (Zein & Hadijah, 2018). Organizational commitment can be thought of as the degree to which employees are dedicated to the organization that employs them and are willing to work on its behalf and the likelihood that they will retain membership as a desire to remain a member of the organization.

Commitment Indicator

Allen & Meyer in (Saerang et al., 2018) defines there are three indicators of organizational commitment, namely:

1. Affective Commitment

This commitment is related to the member's emotional connection to the organization, identification with the organization, and member involvement with activities in the organization. Members of organizations with a high affective component have the desire to remain members of the organization because they have a similar vision and mission with the organization.

2. Continuous Commitment

Organizational members with a high continuance component continue to join the organization because of considerations about the loss if they leave the organization, both in terms of finance, position, reputation, etc.

3. Normative Commitment

Organizational members who have high normative commitment still choose to become members of the organization because they feel that it is indeed something that must be done, something that is good and right.

Understanding Performance

A successful organization can be seen from the performance of its members. Performance can be one of the determining factors for the success of an organization. Performance is what is produced from the activity or activities (Robbins & Coulter, 2016). Meanwhile according to (Santoso & Zahra, 2020) performance is the result of work that has been achieved by employees in carrying out the duties and responsibilities that have been given to them.

Performance is the final result of an activity. Whether the activity is long hours or racing or carrying out work obligations as efficiently and effectively as possible. According to (Moeheriono, 2017) Performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined in an organization's strategic planning.

From the definitions above, it is very important for organizations to improve the performance of their members so that predetermined organizational goals can be implemented or realized.

Performance Indicator

According to (Mathis & Jackson, 2011) indicators to measure performance, namely:

1. Quantity of Results

The quality of an employee is seen from the length of time he has worked and how he responds in carrying out the work given to him.

2. Quality of Results

Judging from how he completes the work given to him well and does not produce disappointing results

3. Timeliness of Results

An employee or member of an organization can complete the work assigned quickly and responsively

4. Presence

It can be seen from a person whether he is always late or on time when he comes to work.

5. Work Efficiency

Judging from how he can complete the task without having to spend a lot of money, but the job is done quickly and on time.

Hypothesis

The hypothesis is a temporary answer to the research problem that must be tested by researchers. From the explanation above, the following hypothesis is obtained:

- H1: Transformational Leadership Has a Positive and Significant Influence on Employee Performance at Bank BJB Bandung Main Branch Office
- H2: Motivation Has a Significant Positive Influence on Employee Performance at Bank BJB Bandung Main Branch Office
- H3: Commitment Has a Significant Positive Influence on Employee Performance at Bank BJB Bandung Main Branch Office
- H4: Transformational Leadership, Motivation and Commitment Simultaneously Influence the Performance of Bank BJB Employees at Bandung Main Branch Office

RESEARCH METHODS

This research method uses a quantitative approach. The quantitative approach is research whose analysis focuses on data (numbers) obtained from respondents and then processed with statistical models (Sekaran & Bougie, 2017).

This approach tests the significance based on the variables studied, by testing the hypothesis.

Population and Sample

In conducting a research, it is always faced with certain data sources that are expected to provide information and information related to the problem under study. The research data source is often referred to as the research population. The population is a generalization area consisting of objects/subjects that have certain quantities and

characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017). The population in this study are employees at Bank BJB Bandung Main Branch Office, namely as many as 312 employees.

According to (Sugiyono, 2017), the sample is part of the population. Determination of the sample size is carried out as according to (Arikunto, 2017) which states that if the number of respondents is <100 samples then all are taken, whereas if >100 then samples can be taken between 20% - 25% or more depending on the researcher's ability in terms of time, energy and costs. Adhering to this opinion, in this study it was determined as much as 25% of the existing population, namely $25\% \times 312 = 78$ respondents.

Data and Data Collection Techniques

Data sources are divided into two, namely primary data and secondary data. Primary data is data obtained by researchers directly (from first hand), while secondary data is data obtained by researchers from existing sources.

1. Primary data

Primary data is data obtained directly from respondents or data sources by researchers related to the variables studied (Sekaran & Bougie, 2017).

2. Secondary Data

Secondary data is information that has been collected and recorded, whether published or not.

The data collection technique used was through a survey by distributing questionnaires to respondents in the form of statements to respondents related to the Transformational Leadership, Motivation, Commitment and Performance variables which were previously given a complete explanation.

Data Analysis Method

1. Test the Quality of Research Instruments

The instrument quality test was carried out to test the validity and reliability of the questionnaire that will be used in this research, so that it can be seen to what extent this questionnaire can be a valid and stable measuring tool in measuring data.

2. Classic assumption test

According to (Ghozali, 2018) The classic assumption test is a test that is used to make predictions. A good model is a model with minimum forecasting errors, so that before it is used, the model should fulfill several assumptions which are commonly called classical assumptions. The classic assumption tests used in this study are the normality test, multicollinearity test, and heteroscedasticity test.

3. Descriptive Analysis

According to (Ghozali, 2018) analysis descriptive statistics provide an overview or

description of a data seen from the mean, standard deviation, maximum and minimum.

4. Verification Analysis

Verification analysis is an analysis to prove and seek the truth of the proposed hypothesis. In this case, the verification analysis aims to find out the results of research related to the influence of transformational leadership, motivation and commitment on employee performance through multiple regression analysis.

a. Multiple Linear Regression Analysis

According to (Ghozali, 2018), multiple linear regression aims to examine the effect of several independent variables on one dependent variable. Multiple linear regression is based on the effect of the dependent variable. Here is the formula for analyzing multiple linear:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3$$

Information:

Y = Employee Performance α = Constant

X1 = Transformational Leadership

X2 = Motivation X3 = Commitment

b = Regression Coefficient (dependent change due to changes in the independent variable)

b. Hypothesis testing

To test the hypothesis, two methods were carried out, namely the t-test and f-test.

t test

According to Ghozali (2018) the partial test (t test) is a way to test the hypothesis shown to find out whether or not there is an influence or not from each independent variable on the dependent variable. The measurement criteria are as follows:

- a) If the significance > 0.05 then Ho is accepted and Ha is rejected, meaning that the independent variable partially has no significant effect on the dependent variable.
- b) If the significance is <0.05 then Ho is rejected and Ha is accepted, meaning that the independent variable partially has a significant effect on the dependent variable.

F test

The F test or F-test is a joint test whether the independent variable (free variable) has a significant effect or not on the dependent variable (dependent variable).

RESEARCH RESULTS AND DISCUSSION

1. Instrument Quality Test

Instrument Quality Test consists of:

Validity test

The results of testing the validity of questionnaire items show that all statement items in each Transformational Leadership, Motivation, Commitment and Performance variable have a calculated r value greater than r table 0.2227 as the limit value for a research questionnaire item and have a significance value smaller than 0,05. So it can be said that the questionnaire items for the variables Transformational Leadership, Motivation, Commitment and Performance are valid and can be used to measure the variables studied.

Reliability Test

Table 1: Reliability Test

Variabel	Koefisien Alpha Cronbach's	Keterangan
Kepemimpinan Transformasional	0,890	Reliabel
Motivasi	0,663	Reliabel
Komitmen	0,791	Reliabel
Kinerja	0,898	Reliabel

Source: Processed by Researchers (2023)

Based on table 1 data, it can be seen that all the question items contained in the questionnaire for each variable in this study are reliable. This means that all respondents' answers can be said to be consistent in answering the questions used to measure each variable. This is also indicated by the Cronbach's Alpha value of each variable showing more than 0.60

2. Classic assumption test

The classical assumption test in this study was carried out so that the regression model is significant and representative. The classic assumption test in this study consists of:

Normality test

Table 2: Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		78
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,35007317
Most Extreme Differences	Absolute	,058
	Positive	,036
	Negative	-,058
Test Statistic		,058
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Processed by Researchers (2023)

Based on the table above, it can be seen that the normality test results using the klogmogorov-smirnov value are 0.200 and are significant at 0.05, this means H0

: normally distributed residual data, accepted. This means that the residual data is normally distributed.

Multicollinearity Test

Table 3: Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
0,997	1,003
0,859	1,164
0,861	1,162

Source: Processed by Researchers (2023)

We can see that in this study there is no multicollinearity based on the test results in the table above, which shows that the Tolerance value has a value of > 0.10 and the VIF value is not greater than 10. As a result, the data is carried out well and can then be used

for testing Furthermore.

Heteroscedasticity Test

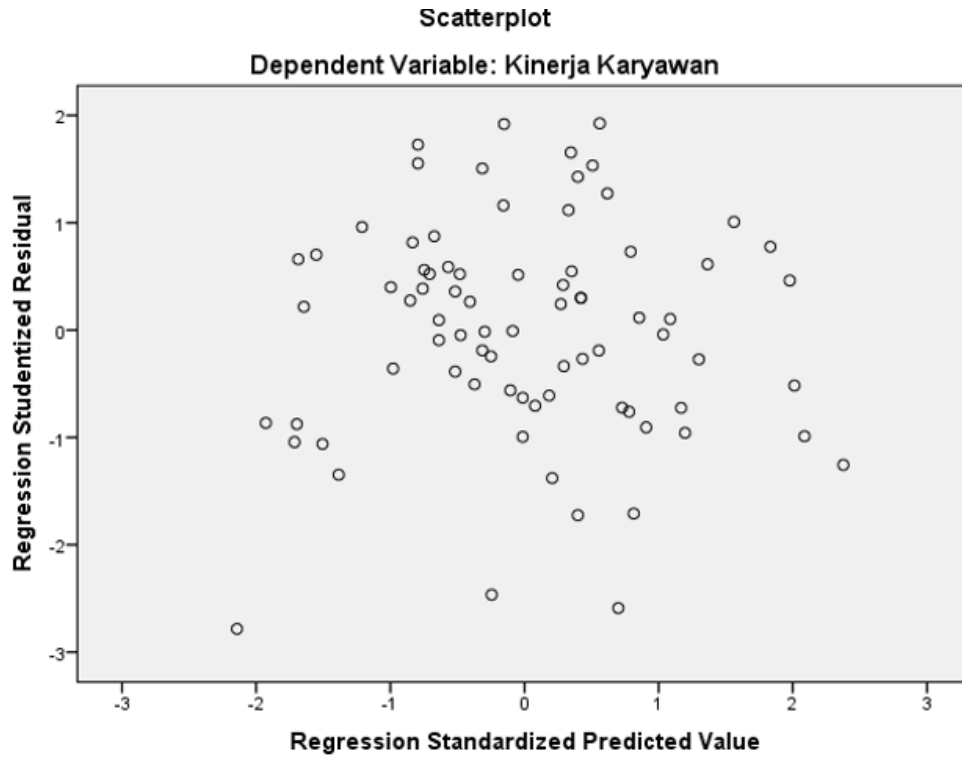


Figure 1: Heteroscedasticity Test

Source: Processed by Researchers (2023)

In Figure 1 we can see that the dots are spread evenly and do not accumulate on one side, therefore we can see that in this study there was no heteroscedasticity.

3. Descriptive Statistical Analysis

Transformational Leadership (X1)

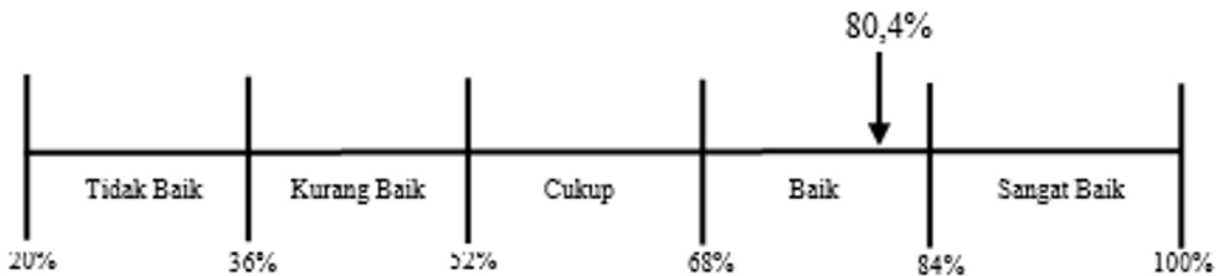


Figure 2: Continuum Line of Transformational Leadership

Based on the picture of the continuum line above, it can be explained that from the percentage of answer scores obtained by respondents, 80.4% are included in the "Good" category.

These results indicate that the application of leadership at Bank BJB Bandung Main Branch is quite good.

Motivation (X2)

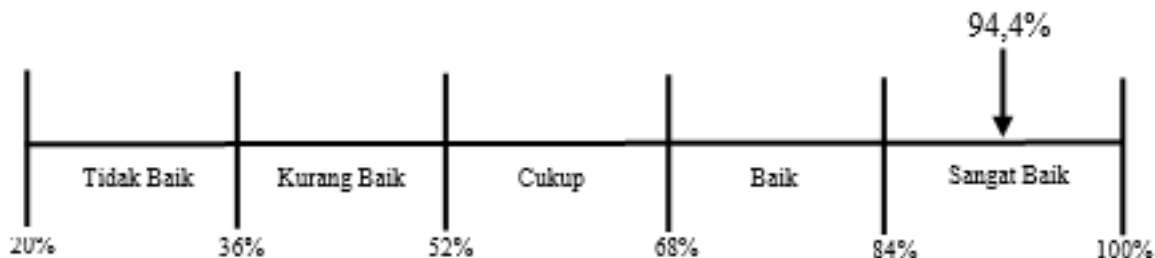


Figure 3: Motivation Continuum Line

Based on the continuum line image above, it can be explained that from the percentage of answer scores obtained by respondents, 94.4% are included in the "Very Good" category. These results indicate that employee motivation at Bank BJB Bandung Main Branch is classified as very good.

Commitment (X3)

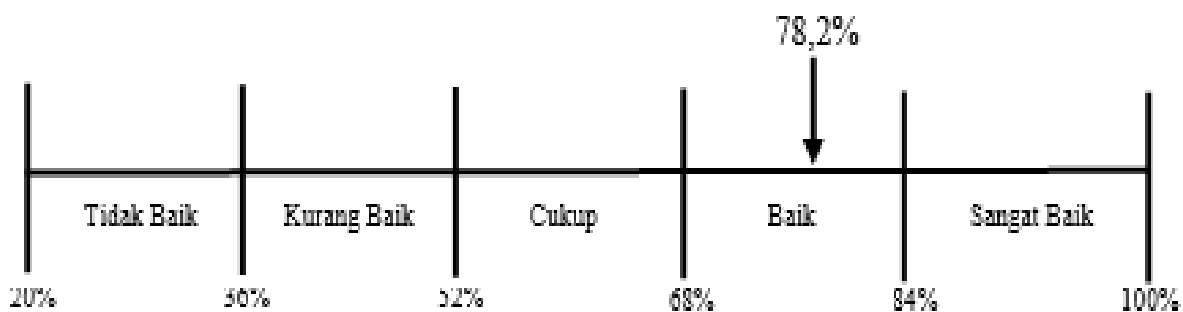


Figure 4: Commitment Continuum Line

Based on the picture of the continuum line above, it can be explained that from the percentage of answer scores obtained by respondents, 78.2% are included in the "Good" category. These results indicate that the commitment that employees have at Bank BJB Bandung Main Branch is quite good.

Performance (Y)

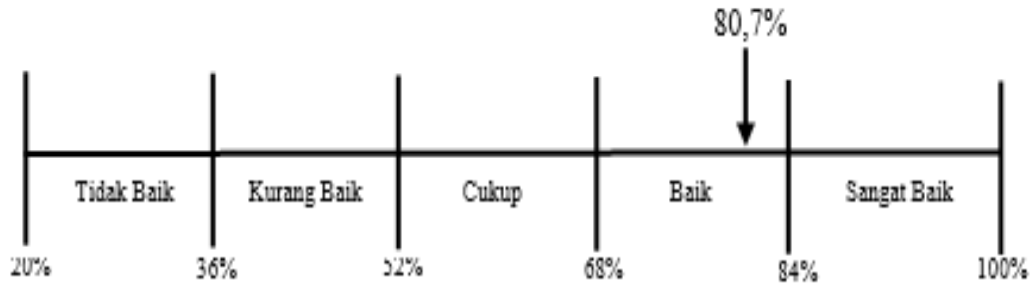


Figure 5: Employee Performance Continuum Line

Based on the continuum line image above, it can be explained that from the percentage of answer scores obtained by respondents, 80.7% fell into the "Good" category. These results show that the performance of BJB Bank Bandung Main Branch employees is classified as good.

4. Verification Analysis

a. Multiple Regression Analysis

Table 4: Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,282	8,031		3,903	,001
	Kepemimpinan Transformasional	,380	,195	,075	2,845	,011
	Motivasi	,667	,366	,173	3,822	,003
	Komitmen	,907	,152	,567	5,971	,000

a. Dependent Variable: Employee Performance

Source: Processed by Researchers (2023)

Based on the multiple linear regression analysis test table above, the following results are obtained:

$$Y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$$

$$Y = 15.282 + 0.380 X_1 + 0.667 X_2 + 0.907 X_3$$

From the equation above it can be described as follows:

- a. The constant value is 15.282, which means that without being influenced by the

variables transformational leadership, motivation and commitment, employee performance is 15.282 points.

- b. The regression coefficient value for the application of transformational leadership is 0.380, indicating that if there is an increase of 1 point in transformational leadership, employee performance will increase by 0.380.
- c. The value of the regression coefficient for applying motivation is 0.667, indicating that if there is an increase of 1 point in motivation, then employee performance will increase by 0.667.
- d. The value of the regression coefficient for applying commitment is 0.907, indicating that if there is an increase of 1 point in commitment, then employee performance will increase by 0.907.

b. Hypothesis Test (T Test)

Table 5: Test (t test)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,282	8,031		3,903	,001
	Kepemimpinan Transformasional	,380	,195	,075	2,845	,011
	Motivasi	,667	,366	,173	3,822	,003
	Komitmen	,907	,152	,567	5,971	,000

a. Dependent Variable: Employee Performance

Source: Processed by Researchers (2023)

Based on the table above it can be described as follows:

- H1: Based on the significance value: from the coefficient table, a significance value of 0.011 <0.05 is obtained, so it can be said that the Transformational Leadership variable (X1) has a positive and significant influence on the Performance variable (Y) of BJB Bank employees at the Bandung main branch office.
- H2: Based on the significance value: from the coefficient table a significance value of 0.003 <0.05 is obtained, so that it can be said that the motivation variable (X2) has a positive and significant influence on the Performance variable (Y) for employees of Bank BJB Bandung main branch office.
- H3: Based on the significance value: from the coefficient table, a significance value of 0.000 <0.05 is obtained, so it can be said that the Commitment variable (X3)

has a positive and significant influence on the Performance variable (Y) for Bank BJB employees, the main Bandung branch office.

F test

Table 6: F test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1637,302	3	545,767	18,324	,000 ^b
	Residual	2203,993	74	29,784		
	Total	3841,295	77			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Commitment, Transformational Leadership, Motivation

Based on the table above, it shows that the influence of transformational leadership (X1), motivation (X2) and commitment (X3) on employee performance (Y), a significance value <0.05. Which means Transformational Leadership, Motivation and Commitment simultaneously have a positive and significant influence on the performance of employees of Bank BJB Bandung main branch office.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the results of the research and discussion that has been done, the researchers have the following conclusions

1. The Transformational Leadership variable score is 80.8%, Commitment is 78.2%, and Performance is 80.7%, included in the "Good" category, these results indicate that the application of these variables at Bank BJB Bandung Main Branch is classified as good. While the Motivation variable score of 94.4% is included in the "Very Good" category, these results show that employee motivation at Bank BJB Bandung Main Branch is classified as very good.
2. Transformational Leadership, Motivation and Commitment partially have a positive and significant influence on Employee Performance at Bank BJB Bandung Main Branch Office.
3. Transformational Leadership, Motivation and Commitment simultaneously have a positive and significant influence on Employee Performance at Bank BJB Bandung Main Branch Office

Recommendations

Based on the above conclusions, the authors can provide recommendation as follows :

For Companies

Bank BJB Bandung Main Branch Office is advised to continue to maintain and improve the leadership and motivation and commitment of employees, because these factors are very important for employee performance and will also have an impact on company performance.

For Further Researchers

It is hoped that future researchers can expand this research with different variables or indicators to obtain more accurate information or results regarding the factors that influence employee performance.

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