

THE INFLUENCE OF LEADERSHIP, WORK COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE BANK SULUTGO LIMBOTO

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ABSTRACT

This research was conducted at the Bank Sulutgo Limboto in November 2020. With the aim of research to determine the influence of leadership, organizational culture, work commitment on employee performance at the Bank Sulutgo Limboto.

This research was traced using multiple linear regression analysis method. The research location chosen was the Limboto Branch of Bank SulutGo in Gorontalo Regency and was carried out around October-November 2020. The study population was employees of Bank SulutGo Limboto branch with a total of 40 people. Sampling is done by means of saturated samples or census because the number of employees is 40 people so all of them are taken to represent research information. As for the research components to be studied are the dependent variable / dependent variable (performance of Bank SulutGo employees), and the independent variables / independent variables are (leadership, organizational culture, and work commitment). Primary data collection techniques by means of observation, interviews, and surveys using multiple regression analysis.

The results showed that there was a positive influence between leadership on employee performance of $3.103 > 0.685$ and p value of $0.004 < 0.005$, work commitment had an effect on the performance of Bank Sulutgo employees of $3.171 > 0.685$ and p value of $0.003 < 0.005$ and organizational culture had an effect on the performance of employees of Bank Sulutgo Limboto is $3.053 > 0.685$ and p value $0.004 < 0.005$, simultaneously the three variables contribute positively on the employees performance of the Bank Sulutgo Limboto based on the F-count value (20.430) greater than the F-table value (2.863) and p value $0.000 < 0.005$.

Keywords: leadership, commitment, organizational culture, performance

INTRODUCTION

Indonesia is currently entering into industry 4.0 which requires all humans to innovate according to public needs to achieve maximum work results and be able to satisfy the public. As support, it is needed for human resources who can regulate and guide themselves to move forward with the current public needs. According [16] in [3] in public services

requires human resources to manage the company or organization to meet public needs effectively and efficiently.

One of the public domains that use reliable human resources is Bank SulutGo. Bank SulutGo is a regionally owned banking company (BUMD) with its main missions are 1) assist and encourage economic growth and regional development in all fields, 2) support the

source of regional income to improve the standard of living of the people. From the mission, the role of PT. Bank SulutGo as an agent of development as well as a tool to increase regional income through the acquisition of dividends for shareholders is strived to increase every year.

The bigness of the role of Bank SulutGo in economic growth in the North Sulawesi and Gorontalo province can be seen based on the mission of Bank SulutGo which is to encourage and increase regional income for the welfare of the community. To support the banking mission, Bank Sulutgo requires human resources to mobilize banking organizations. Human resources are one of the resources contained in an organization in addition to other resources such as capital, machinery, and technology [1]. Humans are the most important element for advancing and running an organization because during this time human are the main key driving the organization, without humans, it is difficult to realize other activities related to the organization [1].

Fulfilling these resource needs includes the managerial ability of a leader, the ability of an employee to adapt to the culture of an organization, and the ability of an employee to commit to advancing the company through performance. Several things affect employee performance, one of which is leadership, organizational culture, and work commitment that can encourage employee performance in every organization [25]. The leader is one part that can have a positive effect on improving employee performance because the figure of a leader is the manager of an institution engaged in the service sector [5]. A leader is someone who can influence others to work together in achieving goals and objectives [9].

The goals and objectives of Bank SulutGo are to become an agent of development as well as to contribute to

increasing regional income by obtaining dividends for shareholders. For leaders who have capability/knowledge based on personal desires, they will be able to dominate, encourage and invite others to do something to achieve common goals. The accomplishment of an objectives organization requires maximum performance. Besides, the contribution of a leader who can encourage employee performance, there is also an organizational culture that plays an important role in improving employee performance, because in organizational culture there is a motivating value, desire, employee compliance with performance to do work according to organizational goals.

By the values serve as guidelines for human resources to deal with external and internal problems. With these values, each member of the organization must understand the values that exist and must behave according to the values contained in the organizational culture [18]. The values of organizational culture depend on shared perceptions shared by each member of the organization [7]. Every organization has different organizational cultural values. A different organizational culture will give its color to the organization [20].

Bank Sulutgo's corporate culture adheres to the cooperation system, namely integrity, high work standards, synergy in cooperation, and customer orientation. Synergy in cooperation has the value of cooperation, which emphasizes productive internal cooperation and harmonious partnerships with stakeholders for tangible and beneficial results. Organizational climate affects organizational attitudes and behavior. If the attitude and behavior are synergized with the values of cooperation that are stated in the organizational culture, it will have a good impact on the organization itself, but on the other hand, if it is not synergized with the values of an

organization, it will harm employee performance [28].

The high demand for employee performance improvement requires the existence of factors that influence, including commitment. Sopiah [23] states that employees who are highly committed to the organization will lead to high organizational performance, reduced absenteeism, employee loyalty, and others. [11] defines organizational commitment as an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization [23]. Organizational commitment can grow from emotional ties to the company which includes moral support, values within the company, and in serving the company. [14] [15] and [6] state that organizational commitment is the identification, loyalty, willingness, and involvement of a person to the organization to maintain membership in the organization and is willing to strive to achieve organizational goals. This commitment is maintained by showing loyalty to the leadership and satisfying performance results for the company.

The Limited Liability Company (PT) Bank SulutGo seeks to maximize employee performance results for organizational goals by maximizing through the availability of human resources and company target achievements in a year-on-year manner where profits have decreased which has been influenced by several debtors for working capital loans and investment borrowed funds in the Bank SulutGo of Limboto. however, some debtors experienced a decline in their business in repaying the loan funds and this affected the Non-Performing Loan (NPL). The decline in the achievement of this target indicates a decline in employee performance which according to the author's suspicion is influenced by leadership, work commitment, and

organizational culture that can support the improvement of employee performance to achieve company targets. This is reflected in the results of the KPI (Key Performance Indicator) with an average value of the last 3 years, namely 2017 (35.94), 2018 (35.59), and 2019 (37.38).

RESEARCH METHOD

The research location chosen was Bank SulutGo of Limboto Branch in Gorontalo Regency and was carried out around October-November 2020. The populations were employees of Bank SulutGo of Limboto branch with a total of 40 people. Sampling is done through saturated samples or census because the number of employees is 40 people so all of them are taken to represent research information. The research components to be researched are the dependent variable (performance of Bank SulutGo employees), and the independent variables are (leadership, organizational culture, and work commitment). Primary data collection techniques through observation, interviews, and surveys using multiple regression analysis.

RESEARCH RESULT

Based on the results of hypothesis testing, it shows the t statistical value of $3.103 > 0.685$ and p-value of $0.000 < 0.005$, the results of the coefficient test show that the correlation coefficient (R) is 0.662, this means that there is a relationship of 0.662 between the dependent variable (leadership) and the independent variable (employee performance).

The hypothesis suspected that there is an influence of leadership on the performance of employees of Bank SulutGo, Gorontalo Branch, it is proven and stated that there is an influence of leadership on employee performance. The coefficient of determination of 0.222 shows that the contribution of the independent

variable (leadership) affects the dependent variable (employee performance) by 22.2%, here is the t-test table which shows the value of each independent influence independently.

Based on result, shows that there is an influence of leadership on the employee's performance of the bank SulutGo, this is indicated by the statistical t value >0.685 and p-value <0.005 , so H_0 is rejected and H_a is accepted. The results of statistical testing are $3.103 > 0.685$ and p-value $0.000 < 0.005$ so that based on the above calculations it can be concluded that hypothesis 1 which reads "It is suspected that there is an influence between leadership on the performance of the employees of the Gorontalo branch of the SulutGo bank" is proven and it is stated that there is an influence of leadership.

The t-test results also show that there is an effect of a work commitment on employee performance where the test results show a statistical t value of $3.157 > 0.683$ and a p-value of $0.000 < 0.005$. Therefore, it can be concluded that there is an influence between commitment to the performance of the employees of the Bank Sulutgo Gorontalo.

Furthermore, for the t-test, the influence of organizational culture on the performance of Sulutgo employees can be seen in the calculation based on the criteria. If the t statistic is <0.683 and p-value <0.005 , then H_0 is accepted and H_0 is rejected. The t-test results show that the t statistical value is less than the t statistical value, namely $3.053 > 0.683$ and the p-value $0.000 < 0.005$ so that the hypothesis that there is an effect of commitment to performance is proven real or exists.

To see the simultaneous influence of leadership, commitment, and organizational culture on employee performance, it can be seen based on the criteria. If t statistic >0.676 and p-value <0.005 then H_0 is rejected, and H_a is

accepted. The test results show that the t statistical value is $0.314 > 0.676$ and with a sigma of 0.005.

In F test, see how far all the independent variables jointly can affect the dependent variable. Based on the test results, it shows that the F-count value is 20.430 with a p-value of 0.000. The F-table value at the 5% significance level and the degree's free numerator (df1) of k (number of independent variables) = 3 and the degree's free numerator (df2) of $N-k-1 = 40-3-1 = 36$ is 2.863. If these two F values are compared, then the F-count value obtained is still greater than the F-table, so that Leadership, Work Commitment, and Organizational Culture jointly have a significant effect on Employee Performance.

Based on the research above, the magnitude of the relationship between the independent variables (Leadership, Work Commitment, and Organizational Culture) and the dependent variable (Employee Performance) is 79.4% (R-value). This shows that the relationship between the independent variable and the dependent variable is strong.

Furthermore, based on the results of the analysis of the determination coefficient in the table above, the amount of influence (the ability of the independent variable to explain the dependent variable) uses the R Square value, which is 0.630. This value shows that 63% of the variability of employee performance at Bank SULUTGO Limboto Branch can be explained by Leadership, Work Commitment, and Organizational Culture. While the remaining 37% can be explained by other variables not examined in this study, for example, the work environment, and work motivation.

Meanwhile, to strengthen these results, therefore, the results of the partial determination coefficient are also described. A partial determination

coefficient is used to test or determine the partial influence of each independent variable on the dependent variable. How to calculate the partial determination coefficient is done in the following stage:

1. In testing, before testing, the value of each indicator is converted into standardized values. It aimed that the resulting regression is a regression with standardized coefficients,
2. Doing the Running data converted then looking at the standardized regression coefficient (standardized regression testing) and seeing the rho value (correlation test results) from the testing,
3. The partial determination coefficient is seen by squaring the correlation value. However, as stated by Gujarati (2013) that in multiple regression testing, the correlation value is not able to interpret the data. Therefore, in knowing the coefficient of partial determination, it is done by multiplying the rho value with the standardized regression coefficient value.

The test results for the coefficient of partial determination are described in the following table form:

Table 1. Partial Determination Testing

Variabel	Nilai Rho	Nilai Regresi Terstandar	Koefisien Determinasi Parsial	
Kepemimpinan	0,622	0,357	0,222	22,2%
Komitmen Kerja	0,577	0,348	0,201	20,1%
Budaya Organisasi	0,599	0,346	0,207	20,7%

Source: SPSS Processed Data, 2021

Based on the results of the analysis of the determination coefficient above, it can be explained for the effect of each variable as follows:

1. Leadership, the coefficient of determination of leadership is 0.222, which means that 22.2% of employee performance at the Bank SULUTGO of Limboto branch can be explained by leadership,

2. Work Commitment, the coefficient of determination of Work Commitment is 0.201, which means that 20.1% of Employee Performance at the Bank SULUTGO of Limboto branch can be explained by Work Commitment,
3. Organizational Culture, the coefficient of determination of Organizational Culture is 0.207, which means that 20.7% of Employee Performance at the Bank SULUTGO of the Limboto branch can be explained by Organizational Culture.

DISCUSSION

The Influence of Leadership on Employee Performance

The leadership style of a leader will greatly affect the employee's performance or subordinates. Leaders must be able to choose a leadership style appropriate to the existing situation, if the leadership style is applied correctly and appropriately it will be able to direct the achievement of organizational and individual goals. Conversely, if the chosen leadership style is wrong and not appropriate with the existing situation, it will result in difficulty achieving organizational goals.

Leadership eadership style is the norm of behavior that a person uses when that person influences others [27]. The leader here is an individual who has a program or plan that together with group members tries to achieve the goals of the group, so that, leadership can be seen as a dynamic force that stimulates motivation and coordination of members in achieving organizational goals.

This is parallel with research that the behavior of leaders to create encouragement and support for the employees on complaints and problems in the work scope of the GAPENSI Office of Kendari City has a positive and significant impact on the success of subordinates' work to achieve targets with indicators of work

results, development of commitment, commitment, additional assignments, and critical events [18].

In research about leadership, it resulted in research that the leadership in the secretariat office of the Sorong City showed positive results, meaning that there was a positive influence on employee performance in the Sorong City. This shows that leadership influences employees, this must be considered by leaders to direct human resources in this case encouraging employees to be able to further improve performance in carrying out their duties and responsibilities [19]. Leadership is a science that studies comprehensively how to direct, influence, and supervise others to carry out tasks following planned orders.

Furthermore, research [20] in his research on the influence of leadership in the scope of high employee performance results that the leadership variable has the t-count value of 6.910 and is greater than the t-table at the real level of 1%, namely 2.819, Thus, it can be concluded that the influence of leadership on performance is real [20]. This has real implications for the leadership system in staffing performance. High employee performance is influenced by a very strong type of leader who can improve and influence employee performance. the leadership style factor contributes a relatively large and very significant to the improvement of employee performance in each organization. Therefore, in the future organizational development programs should be more directed at developing the organizational leadership style [26].

So, one of the important activities to improve employee performance is influenced by leadership. The leaders in achieving organizational goals need efforts to influence employees in an organization, so that, they are motivated to achieve organizational goals. Besides, a leader must

have the ability to coordinate and give direction to individuals or groups who are members of a particular forum to achieve predetermined goals. A leader can dominate based on capability/personal will, which can encourage and invite others to do something to achieve common goals. So, a leader needs to have the ability to assume responsibility, can be a leader in organizational situations, be able to make decisions, solve problems, and mobilize employees.

Thus, from the results of the calculation of data obtained from the field, it can be seen that there is an influence between leadership on the employee's performance of Bank Sulutgo, Gorontalo branch. However, it does not cover the shortcomings that employee performance is not only caused or influenced by leadership, but there are also still many other factors that can affect employee performance.

The influence of organizational culture on employee performance

The results of hypothesis testing show that the statistical t value is $0,3053 < 0,683$, and a value of $0,004 < 0,005$ with a correlation coefficient of 0.880 and a determination coefficient of 77.44%. These results illustrate that there is an influence of organizational culture on the employee's performance of the bank Sulutgo, Gorontalo branch. There is an influence of organizational culture on performance because Bank Sulutgo adheres to a work culture that promotes integrity, high work standards, cooperation, customer orientation. One of the cultures inherent in employees is the culture of cooperation, which prioritizes cooperation in synergy to build internal, productive relationships, partnering harmoniously with stakeholders, eliminating sectoral egos, and winning oneself. Prioritizing services to stakeholders and eliminating unresponsive and indifferent attitudes.

To provide excellent service to stakeholders, Bank Sulutgo employees also prioritize work by prioritizing honest and trustworthy integrity, namely being honest and upholding the oath of office to foster a sense of stakeholder trust in the company. Maintaining company trust does not abuse one's position for personal gain or other parties. Discipline attitude and upholding ethics are put forward by the company in serving the needs of the public without neglecting high standard work. By [23] that the organizational culture must comply with the values contained in the organization as a guide for employees to serve and deal with internal and external problems.

The Effect of Commitment on Employee Performance

The results of hypothesis testing show that the statistical t value is $3.171 > 0.683$ and the p-value is $0.003 < 0.005$. The value of the correlation coefficient (R) of 0.577 means that there is a relationship of 0.577 or 57.7%. The coefficient of determination of 0.201 means that the contribution of the independent variable (commitment) affects the dependent variable (employee performance) by 20.1%. Therefore, the Hypothesis suspected that there is an influence between work commitment on the employee's performance of bank Sulutgo is proven and it is stated that there is an influence of commitment to employee performance.

That organizational commitment is a sense of identification that includes trust, involvement, and willingness as best as possible for the benefit of the organization and loyalty wishes to remain a member of the organization concerned. The trust is given to both old and new employees by Bank Sulutgo is in the form of career gaping and given career opportunities according to job groups [13].

The Confidence in career path for employees are given intensively a job

allowance according to the job group, so that, it can spur the enthusiasm of employees to give themselves with a willingness to work well and optimally. The giving of self by employees to the Bank Sulutgo company is adjusted to the abilities and skills of the employees, because every time they carry out their duties and promotions from a teller to a high position firstly tested and examined the career path of the employee and see the skills so that the placement or promotion can be adjusted to the skills and skills contained in the employee concerned. By conveyed that a person can commit if he/she has skills or abilities that include knowledge, skills, and attitudes that can be manifested in real work that is beneficial to oneself and the environment [12].

Commitment is a personal characteristic that underlies individual behavior and performance in producing an effective performance or situation [24]. Commitment is a set of knowledge, skills, and behaviors that must be possessed, lived, and controlled by the performance of employees or lecturers in carrying out their professional duties. Commitment is a person's ability which includes knowledge, skills, and attitudes that can be manifested in real work that is beneficial for oneself and the environment [19]. This is in line with what Johnson stated in which states that commitment is rational behavior to achieve the required goals by the expected conditions [2].

By states there are three aspects of organizational commitment, among others: 1) affective commitment, which is related to the desire to be tied to the organization. Individuals stay in organizations of their own accord; 2) continuance commitment is a commitment based on rational needs. In other words, this commitment is formed based on profit and loss, considering what must be sacrificed if you stay in an organization; 3) normative Commitment is

a commitment based on existing norms within employees, containing individual beliefs about responsibility for the organization. He felt he had to endure because of loyalty [8].

According to Stars in [8] that work experiences, such as organizational reliability in the past and the way other workers can influence employee commitment include: Personal factors, such as age, gender, level of education, work experience and personality, job characteristics, for example, the scope of position, challenges at work, role conflicts, level of difficulty at work. Structural characteristics, for example the size of the organization, the form of the organization, the presence of the trade union, and the level of control that the organization exerts over employees, work experience. An employee's work experience greatly affects the level of employee commitment to the organization [8].

Therefore, according to researchers the work commitment is different for each individual because it is influenced by external and internal factors in the individual of each employee, where employees who have only worked for several years and employees who have worked for decades in the organization certainly have different levels of commitment because they are influenced by age and work experience and length of work.

The Influence of Leadership, Work Commitment and Organizational Culture on Employee's Performance

Leadership, work commitment, and organizational culture on employee performance has a strong relationship. It can be seen from the test results of the correlation coefficient (R) of 0.794, means that there is a relationship of 0.794 between the dependent variable (leadership, commitment, and organizational culture) with the independent variable (employee

performance). While the test of the coefficient of determination (R²) of 0.630 means that the contribution of the independent variables (leadership, commitment, and culture) affects the dependent variable (employee performance) by 63%.

The results of this study indicate that leadership, commitment, and culture simultaneously influence the performance of employees at the Bank SulutGo, Limboto Branch. The contribution of leadership, commitment, and culture to explain employee performance is (R²) 0.630, which means that leadership, commitment, and culture contribute 63% to employee performance. This hypothesis can be stated that it is accepted simultaneously, where leadership, commitment, and culture jointly have a positive and significant effect on employee performance. The not maximal contribution shows that still many other variables that influence the performance of employees at the Bank SulutGo, Limboto Branch apart from leadership, commitment, and culture.

Leadership, organizational culture, and organizational commitment has a positive and significant effect partially on performance, meaning that the better the leadership, organizational culture, and organizational commitment partially, the better the performance [8]. Employee performance that not optimal which can cause losses to the company and the organizational commitment of employees will get worse. Therefore, a leader is required to be able to provide comfort and create a dynamic work culture for employees at work, so that, the organizational the commitment of each employee is well maintained.

A human or someone who is in organizational life tries to determine and form something that can accommodate the interests of all parties, so that, they can

carry out their activities not to conflict with the various attitudes and behaviors of everyone. Something in question is the culture in which the individual is located, such as values, beliefs, assumptions, hopes, and so on.

The direct effect of Organizational Commitment on Performance is a positive influence on performance. Therefore, it requires employee commitment to work to achieve organizational goals. According to [31] commitment is considered important for the organization because: (1) The effect on turnover. (2) The relationship with performance assumes that committed individuals tend to develop greater effort at work [24].

CONCLUSION

There is a positive influence on leadership, organizational culture, and employee commitment on the employee's performance at the Bank SulutGo of Limboto branch, Gorontalo Regency.

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