

# Analysis of the Effect of Work Motivation, Organizational Culture, Emotional Intelligence, and Job Satisfaction on Organizational Commitment and Performance on Public Health Center Employees in Surabaya with Servant Leadership as Moderating Variable

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## Abstract

This study aims to explore Public Health Center employees in Surabaya. East Java. This study tries to clarify factors so that it can be seen which factors play a major role in the performance of employee in Public Health Center employees in Surabaya. East Java. The results of this study conclude that the manager of the Public Health Center must pay attention to these variables that have been studied, namely Work Motivation, Organizational Culture, Emotional Intelligence and Job Satisfaction, Serving Leadership and the Performance of Public Health Center Employees in Surabaya so that the service could deliver satisfaction to patients and their families.

**Keywords:** work motivation, organizational culture, emotional intelligence, job satisfaction, organizational commitment, performance and servant leadership

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## 1. Introduction

The existence of the lower middle class in Indonesia has more population when compared to people with the above economic conditions, so the need to maintain and improve their health requires strict supervision from the government and the community itself so that there is a prosperous society in terms of social values. and especially his health. In particular, people with low social status in terms of income are still many who are not disciplined to maintain their health so that many do not meet the health standards that have been stated by WHO (World Health Organization) 1947, namely: a perfect condition both physically, mentally and socially and not simply free from disease or infirmity. Permenkes RI No. 49 of 2019. Date. October 16, 2019, To serve and provide guidance and services to public health, the government has provided Public Health Center both at the City, District and Village levels so that the surrounding community does not encounter difficulties if their health is disturbed at any time. The principles of implementing Public Health Center are a) a health paradigm, 2) regional accountability, 3) community independence, 4) access to health services, 5) appropriate technology, and 6) integration and sustainability. Public Health Center is a service from the Government regarding the fulfillment of the interests of public health regarding their health besides there are still government hospitals in their respective regions. Of course, the Public Health Center in its operation requires a variety of professional medical and non-medical personnel so that in serving the community they do not cause dissatisfaction with their services. In particular, non-medical personnel must be operationally ready at all times to serve the community, requiring optimal behavior and performance so that the type of service can meet the needs of the community concerned when they require health care. Attitudes and behaviors required by non-medical personnel will depend on various variables, including: Work motivation is needed by the employee concerned because work motivation will arise from stimuli that come from oneself or from other parties or external. A person's work motivation is based on his needs and desires that must be fulfilled in his daily life and work motivation will increase in line with the work activities he does. Koesmono (2022:33) motivation is a psychological process that provides stimulation and leads to purposeful behavior. McShane and Von Glinov (2003:132) motivation as The forces within a person that affect this or her direction, intensity and persistence of voluntary behavior. In the next process, of course, motivation will definitely have a correlation and affect a person's performance. Public Health Center as a community social service organization will not be separated from organizational culture as a guide for all activities carried out by existing employees.

All activities of a person have values that are beneficial for himself and others, so it requires an appreciation of these values through organizational culture. Robbins and Judge (2016: 355) organizational culture is a system of sharing meaning carried out by members that distinguishes an organization from other organizations. While Robbins and Coulter (2020: 63) organizational culture are the values, principles, traditions and ways of working that are shared and influence the behavior and actions of organizational members. Given that Public Health Center employees are tasked with serving the wider community, they require high emotional

intelligence so that their self-control over their moods can be conducive. Emotional intelligence is needed by everyone to face all the problems faced in interacting with other people and harmonious communication will be guaranteed between the two. Koesmono (2018:17) Each individual must be able to provide friendship values and manage his emotions to all parties. within organizational boundaries. Parker et al (1992:128) individuals and groups are expected to be able to manage emotions in dealing with organizational conflicts to have a sense of togetherness. Every individual ensures himself to produce job satisfaction for himself and others who lead it, for that job satisfaction will certainly increase himself towards organizational commitment and performance. Performance satisfaction will be born when the person concerned feels happy or unhappy with the results of his work and the work environment. Robbins and Judge (2016) job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. Koesmono (2022:12) Job satisfaction will be felt by employees if the characteristics of their work can be controlled by each individual or group in addition to job satisfaction will result in higher loyalty to the company. As an employee, it is appropriate to be required to have a high organizational commitment to the organization, this can prove whether the person concerned has high loyalty to the place where he works. In social life, each individual has a different process to determine his choice of work in accordance with the competencies possessed and sometimes there is a transfer from one job to another, this is his life choice. Koesmono (2020:1349) A person's loyalty to the organization will be strengthened by the organizational commitment that the individual possesses; that is , the desire to remain in the work organization is their own choice to the extent that the place can guaranteed the fulfillment of their needs to carry out work duties. The final result of employee activities is of course in the form of work results or performance that is assessed by the leader in a certain period, used as a measure of whether the output is in accordance with the performance standards. So performance is the result of someone's work in a certain period with a measure of quantity and quality and can be measured significantly. Rivai et al (2004: 14) performance is the result or level of success of a person as a whole during a certain period in carrying out the task compared to various possibilities, such as work standards, targets or criteria targets that have been determined in advance and have been mutually agreed upon. Along with this background, in writing this scientific paper, research can be arranged with the title: Analysis of the Effect of Work Motivation, Organizational Culture, Emotional Intelligence and Job Satisfaction on organizational commitment and Performance of Public Health Center employees in Surabaya with leadership serving as moderator variable.

## 2. Literature Review

This study is trying to analyze the behavioral factors of Public Health Center employees in the city of Surabaya through several variables, including work motivation, organizational culture and emotional intelligence and job satisfaction that affect organizational commitment and performance and service leadership using Grand Theory Organizational Behavior. Some of these variables can be explained as follows:

### Work motivation

It is a motivating factor for a person in carrying out his work activities, relating to the fulfillment of his needs and desires as a social being to always adapt to the environment. Motivation that is owned by a person comes from himself and from outside so that both of them complement each other about the motivation. Motivation will affect one's organizational commitment to be loyal to the work being undertaken at this time and will ultimately be related to its performance. Belo et al (2014) in their research found that work motivation has an effect on organizational commitment and employee performance. Bukhari and Pasaribu (2019). In his research found that motivation has no significant effect on employee performance. Robbins and judge (2016) Motivation is a process that explains the strength, direction and persistence of a person in an effort to achieve goals.

### Organizational culture

Organizational culture is a tool to direct all the behavior of members of the organization in accordance with the provisions that exist in the organization. Organizational culture is a collection of values that contain truth for its followers, however, it is possible for strong and weak cultures to emerge, this depends on the beliefs of its members to believe in the values that exist within the organization. Organizational culture will give its own strength to organizational commitment and individual performance in carrying out their duties and responsibilities. Research conducted by Muis et al (2018) found that organizational culture has an effect on organizational commitment and employee performance. Wahjono (2010:34) organizational culture is a broad agreement and refers to a unified system that is meaningfully embraced by its members. McShane and Glinov (2003:446) Organizational culture is the basic pattern of share assumptions, values, and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization.

### Emotional Intelligence

The skill of managing emotions is the main requirement for an individual so that he is not easily under an

uncomfortable mood when facing the problems he is experiencing so as to avoid things that harm him. Emotional management skills are needed because the emotional value experienced by a person does not only tend to be negative but some are positively charged. Every individual must have emotions as a social human being who always deals with certain conditions and gives birth to emotions in his soul. A person's emotions will have an impact on organizational commitment and performance when the person concerned is in the atmosphere of the existing organizational climate. A person's emotional level will be determined by the intensity of stimuli that affect the nature of thoughts and feelings. According to the results of research conducted by Putra et al (2020) Emotional intelligence has an effect on organizational commitment and employee performance. McShane and Glinov (2003:106) Emotions is The feelings experienced toward and object, person or event that create state of reading

### **Job satisfaction**

Each work activity is expected to produce job satisfaction both quantitatively and qualitatively so that the resulting output can be felt by the workers themselves. Job satisfaction can be achieved when the person concerned feels that what he has done has been achieved in accordance with his wishes and vice versa job satisfaction is not achieved if the results of his work are felt to not meet the achievement of the predetermined target. Research conducted by Cahyani et al (2020) that job satisfaction affects commitment Organization and Employee Performance. McShane and Glinov (2003:116) Job satisfaction represents a person's evaluation of his or her job and work context.

### **Organizational Commitment**

Commitment of an individual to the organization is needed because the commitment of the individual concerned can help the continuity of the organization's operations. Quality human resources and high organizational commitment are the organizational capital to achieve its vision and mission that have been set by its founders. Wibowo (2017: 2014) organizational commitment is basically a person's willingness to bind themselves and show their loyalty to the organization because they feel they are involved in organizational activities. Robbins and Judge (2016) Organizational commitment is the degree to which an employee identifies an organization, its goals and expectations to remain a Member. Based on this opinion, it can be interpreted that organizational commitment is an attitude that describes the loyalty of employees to the organization or their workplace during the process of running organizational activities.

### **Servant leadership**

The figure of a leader in various types of organizations is definitely needed because managing the organization there must be a coordinator in carrying out the activities of various activities that must be integrated into the common goal of success in achieving its vision and mission. A person's leadership can motivate his followers to further improve their performance. Every individual certainly has the talent to become a leader that is needed by his organization according to his competence, however, before leading a large organization, he must have the ability and skills to manage people in small groups and according to his past experience. Understanding the character of others is the task of a leader so that the person concerned is willing to accept his presence as his leader and carry out what he is ordered to do. A leader has a duty to serve others as demands to produce organizational performance. Servant leadership will prioritize the interests of others over his own interests so that every thought will try to develop his followers to be ahead of himself. Robbins and Judge (2016: 267) Servant leadership is a leadership style that is characterized by understanding the interests of its own leadership and will focus on opportunities to help followers grow and develop. McShane and Glinov (2003:423) Servant Leadership is The belief that leaders serve followers by understanding their needs and facilitating their work performance. In essence, servant leadership prioritizes providing services to followers to fulfill their desires and facilitate their work performance.

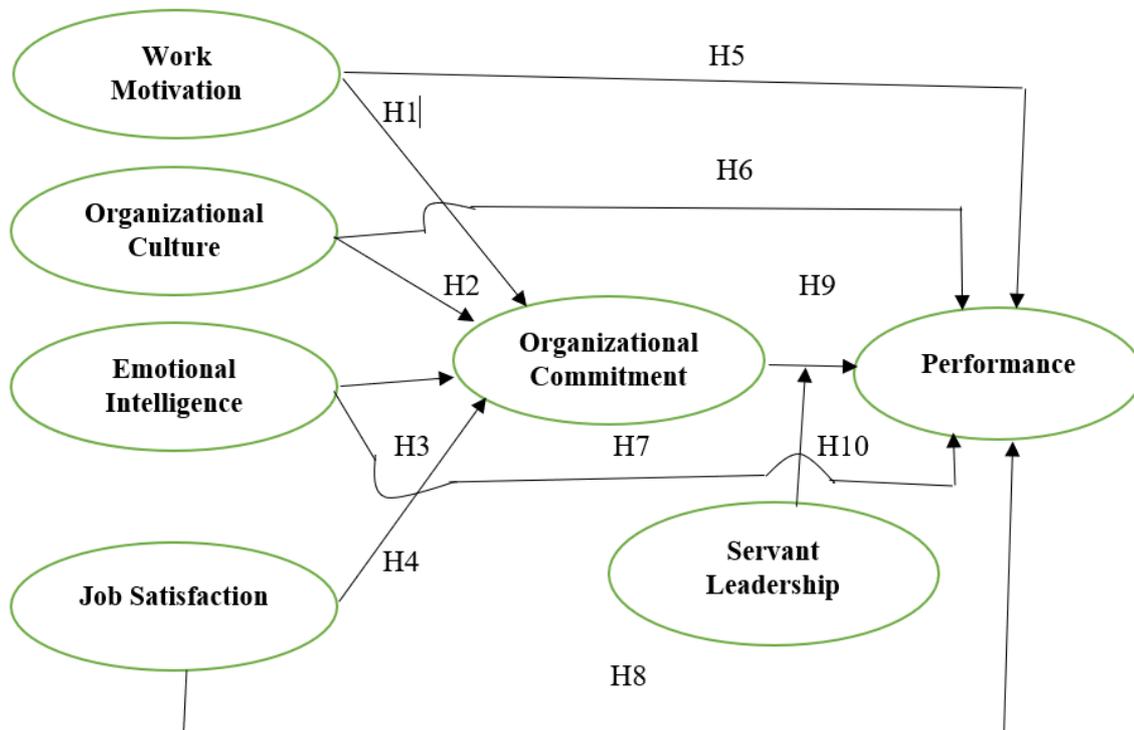
### **Performance**

Every individual in the organization will be required to produce maximum performance and in accordance with the performance standards that are in the work plan. Various forms of organizational activities and their types, whether oriented to leadership that serves profit or non-profit, of course, every employee wants to show their achievements with their time and job descriptions. Wibowo (2014: 188) performance is a periodic determination of the operational effectiveness of the organization and its parts and employees based on predetermined targets, standards and criteria. Wildan (2021:199) Performance is the level of output produced by employees by obtaining compensation in the form of financial and non-financial as a form of their income. Mangkunegara (2010: 45) employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

### 3. Conceptual framework and research hypotheses

This research was conducted based on the following conceptual framework and hypotheses:

#### Conceptual framework



#### Hypothesis

1. Work Motivation affects Organizational Commitment
2. Organizational Culture affects Organizational Commitment
3. Emotional Intelligence Affects Organizational Commitment
4. Job Satisfaction affects Organizational Commitment
5. Work Motivation Affects Performance
6. Organizational Culture Affects Performance
7. Emotional Intelligence Affects Performance
8. Job Satisfaction Affects Performance
9. Organizational Commitment affects Performance
10. Servant leadership moderates the effect of Organizational Commitment on Performance

### 4. Research methods

#### Research design

Based on the background of the problem, it can be classified that this study uses a hypothesis. This research is based on the facts or current conditions of the Public Health Center employees in Surabaya, East Java.

The type of data is an interval scale (Likert scale) indicated by the same distance between one number and another starting from the smallest to the largest number, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). While the source of data used is primary by distributing questionnaires to respondents, namely the Public Health Center employees in Surabaya, East Java.

#### Sampling technique and number of samples

The sampling technique used was random sampling from the population of Public Health Center employees in Surabaya, East Java Sugiyono (2010: 91). The number of samples used was 100-200 people. The number of indicators is 35, the number of samples that have filled out the questionnaire is 165 people.

#### Data analysis technique

The technical analysis of the data that will be used uses SEM (Structural Equation Modeling) with the AMOS

4.0 Program. Ferdinand (2014)  
Regression Equation  
 $Y1 = aX1 + bX2 + cX3 + dX4$   
 $Y2 = eX1 + fX2 + gX3 + hX4 + iY1$

#### **Variable Identification**

Independent variables: Work Motivation (X1), Organizational Culture (X2), Emotional Intelligence (X3), Job Satisfaction (X4)

Dependent variable : Organizational Commitment (Y1)

Dependent variable : Employee Performance (Y2)

Moderating Variable: Servant Leadership

#### **Variable Operational Definition:**

1. Motivation is an encouragement from within oneself and from outside to carry out work activities
2. Organizational Culture is values that are believed to be true and are used as the basis for a person's behavior.
3. Emotional intelligence is a person's ability to assess and manage emotions that exist in himself and others
4. Job satisfaction is a positive feeling from a person towards his work which is produced according to its characteristics
5. Organizational Commitment is a person's readiness to remain in the occupied organization for activities
6. Servant leadership is a type of leadership that prioritizes the interests of its followers to develop
7. Employee Performance is a unit of work achieved by a person within a certain period.

#### **5. Research result**

Respondent data can be described as follows:

Number and types of respondents:

Male : 71 People

Woman : 94 People

Respondent's age:

22- 30 Years : 73 People

31- 45 Years : 60 People

>45 years : 32 people

Education :

SMA/SMK : 97 people

S1 : 53 people

S2 : 15 people

Years of service

3- 6 years : 50 people

7- 9 years : 80 people

10 years : 35 people

Processed results of the data obtained

#### **Questionnaire Validity and Reliability Test Results**

Validity testing was carried out with the help of the SPSS version 24 program. The results of the validity test on the variables of work motivation, organizational culture, emotional intelligence, job satisfaction, organizational commitment, employee performance, and servant leadership, are presented in the following table:

**Table I. Validity statistics**

Variable	Indicators	<i>Pearson Correlation (r)</i>	<i>Sig. r</i>	<i>Corrected Item-Total Correlation (r corrected)</i>	Explanation
Work Motivation (X1)	X1.1	0,870	0,000	0,776	Valid
	X1.2	0,686	0,000	0,549	Valid
	X1.3	0,731	0,000	0,582	Valid
	X1.4	0,871	0,000	0,769	Valid
	X1.5	0,728	0,000	0,546	Valid
Organizational Culture (X2)	X2.1	0,855	0,000	0,766	Valid
	X2.2	0,819	0,000	0,703	Valid
	X2.3	0,879	0,000	0,807	Valid
	X2.4	0,851	0,000	0,768	Valid
	X2.5	0,869	0,000	0,789	Valid
Emotional Intelligence (X3)	X3.1	0,852	0,000	0,729	Valid
	X3.2	0,708	0,000	0,556	Valid
	X3.3	0,791	0,000	0,615	Valid
	X3.4	0,704	0,000	0,540	Valid
	X3.5	0,756	0,000	0,639	Valid
Job Satisfaction (X4)	X4.1	0,658	0,000	0,522	Valid
	X4.2	0,840	0,000	0,716	Valid
	X4.3	0,780	0,000	0,649	Valid
	X4.4	0,826	0,000	0,711	Valid
	X4.5	0,878	0,000	0,791	Valid
Organizational Commitment (Y1)	Y1.1	0,847	0,000	0,752	Valid
	Y1.2	0,766	0,000	0,652	Valid
	Y1.3	0,889	0,000	0,803	Valid
	Y1.4	0,819	0,000	0,706	Valid
	Y1.5	0,791	0,000	0,670	Valid
Performance (Y2)	Y2.1	0,767	0,000	0,639	Valid
	Y2.2	0,738	0,000	0,597	Valid
	Y2.3	0,731	0,000	0,556	Valid
	Y2.4	0,789	0,000	0,659	Valid
	Y2.5	0,846	0,000	0,719	Valid
Servant Leadership (Z)	Z.1	0,743	0,000	0,556	Valid
	Z.2	0,690	0,000	0,541	Valid
	Z.3	0,733	0,000	0,563	Valid
	Z.4	0,795	0,000	0,646	Valid
	Z.5	0,752	0,000	0,587	Valid
	Req	≥ 0,361	≤ 0,05	≥ 0,30	

Source: data processing result

Table I shows the correlation value for each statement item on all variables ranging from 0.658 to 0.889, so that all statement items have a correlation value greater than 0.361 and are also significant at the level of significance 5% (Sig. 5%). The corrected item-total correlation value of all statement items is also greater than 0.30. Thus, it can be concluded that all statement items used to measure the variables of work motivation, organizational culture, emotional intelligence, job satisfaction, organizational commitment, employee performance, and servant leadership are valid and can be used for further analysis.

The next test is the reliability test, which is used to determine the reliability or consistency of variable measurement. Reliability testing was carried out using the cronbach's alpha technique, according to Malholtra the questionnaire was declared reliable if it had produced a cronbach's alpha value greater than 0.60 (Maholtra, 2007:358).

**Table II. Reliability statistics**

Variables	<i>Cronbach's a</i>	Number item	Decision
Work Motivation (X1)	0,837	5	Reliable
Organizational Culture(X2)	0,906	5	Reliable
Emotional Intelligence (X3)	0,817	5	Reliable
Work Motivation (X4)	0,859	5	Reliable
Organizational Commitment (Y1)	0,881	5	Reliable
Performance (Y2)	0,832	5	Reliable
Servant Leadership (Z)	0,796	5	Reliable
Requirement	$\geq 0,60$		

Source: data processing result

Table II shows the value of Cronbach's alpha for all variables has a value greater than 0.60, so it can be concluded that the preparation of statement items used to measure the variables of work motivation, organizational culture, emotional intelligence, job satisfaction, organizational commitment, employee performance, and leadership service providers can be stated as reliable and trustworthy as a consistent measuring tool.

#### Variable Description

Descriptive data analysis is to describe the results of the analysis of the respondents' answers by describing the respondents' assessments based on the collected questionnaire data. In the analysis of the description of each research variable, it will be explained about the average respondents' responses to each indicator and as a whole on each research variable.

The average results of respondents' responses to each indicator and variable can then be categorized using the class interval formula guide as follows:

$$\text{Class Interval} = \frac{\text{Range}}{\text{interval class}} = \frac{\text{Highest} - \text{lowest}}{\text{interval class}} = \frac{5 - 1}{5} = 0,80$$

The resulting class interval is 0.80, this value is then used as a guideline to determine the category based on the average interval, which is as follows:

- 1.00 < mean 1.80 : strongly disagree / very poor
- 1.80 < mean 2.60 : disagree / poor
- 2.60 < mean 3.40 : neutral / fair
- 3.40 < mean 4.20 : agree / good
- 4.20 < mean 5.00 : strongly agree / excellent

Descriptions of the assessments of Public Health Center employees who were respondents in this study on the variables of work motivation, organizational culture, emotional intelligence, job satisfaction, organizational commitment, employee performance, and service leadership are presented in Table III:

**Table III. Descriptive statistics of the indicator**

Variable	Indicator	Percentage					Mean	Level
		STS	TS	N	S	SS		
Work Motivation (X1)	X1.1	0,0	0,0	6,7	57,0	36,4	4,30	Strongly agree
	X1.2	0,0	0,0	3,0	61,2	35,8	4,33	Strongly agree
	X1.3	0,0	0,0	18,8	55,8	25,5	4,07	agree
	X1.4	0,0	0,0	12,7	51,5	35,8	4,23	Strongly agree
	X1.5	0,0	0,0	19,4	53,9	26,7	4,07	agree
Organizational Culture (X2)	X2.1	0,0	0,0	14,5	50,9	34,5	4,20	agree
	X2.2	0,0	0,0	13,9	46,7	39,4	4,25	Strongly agree
	X2.3	0,0	0,0	9,1	57,6	33,3	4,24	Strongly agree
	X2.4	0,0	0,0	13,3	56,4	30,3	4,17	agree
	X2.5	0,0	0,0	10,9	56,4	32,7	4,22	Strongly agree
Emotional Intelligence (X3)	X3.1	0,0	3,6	31,5	48,5	16,4	3,78	agree
	X3.2	0,0	0,0	10,3	51,5	38,2	4,28	Strongly agree
	X3.3	0,0	0,0	28,5	49,1	22,4	3,94	agree
	X3.4	0,0	0,0	16,4	52,1	31,5	4,15	agree
	X3.5	0,0	0,0	7,3	50,3	42,4	4,35	Strongly agree
Work Motivation (X4)	X4.1	0,0	0,0	9,1	58,2	32,7	4,24	Strongly agree
	X4.2	0,0	0,0	26,1	47,9	26,1	4,00	agree
	X4.3	0,0	0,0	23,6	44,2	32,1	4,09	agree
	X4.4	0,0	0,0	20,6	49,1	30,3	4,10	agree
	X4.5	0,0	0,0	26,1	46,7	27,3	4,01	agree
Organizational Commitment (Y1)	Y1.1	0,0	0,0	2,4	48,5	49,1	4,47	Strongly agree
	Y1.2	0,0	0,0	6,1	54,5	39,4	4,33	Strongly agree
	Y1.3	0,0	0,0	10,3	50,3	39,4	4,29	Strongly agree
	Y1.4	0,0	0,0	23,6	42,4	33,9	4,10	agree
	Y1.5	0,0	0,0	6,1	55,8	38,2	4,32	Strongly agree
Performance (Y2)	Y2.1	0,0	0,0	6,7	51,5	41,8	4,35	Strongly agree
	Y2.2	0,0	0,0	7,3	57,0	35,8	4,28	Strongly agree
	Y2.3	0,0	0,0	16,4	53,9	29,7	4,13	agree
	Y2.4	0,0	0,0	7,3	50,3	42,4	4,35	Strongly agree
	Y2.5	0,0	0,0	21,8	47,3	30,9	4,09	agree
Kepemimpinan Yang Melayani (Z)	Z.1	0,0	0,0	14,5	47,3	38,2	4,24	Strongly agree
	Z.2	0,0	0,0	7,3	53,3	39,4	4,32	Strongly agree
	Z.3	0,0	0,0	20,6	50,3	29,1	4,08	agree
	Z.4	0,0	0,0	15,8	49,7	34,5	4,19	agree
	Z.5	0,0	0,0	10,9	49,7	39,4	4,28	Strongly agree

Suber : hasil olahan data

**Table IV. Descriptive statistics of the variables**

Variabel	Mean Variabel	Level
Work Motivation (X1)	4.20	<i>Good</i>
Budaya Organisasi (X2)	4.22	<i>Excellent</i>
Kecerdasan Emosional (X3)	4.10	<i>Good</i>
Kepuasan Kerja (X4)	4.09	<i>Good</i>
Komitmen Organisasional (Y1)	4.30	<i>Excellent</i>
Organizational Culture (X2)	4.24	<i>Excellent</i>
Servant Leadership (Z)	4.22	<i>Excellent</i>

Sumber: hasil olahan data

### SEM Assumption Test

#### 1. *The Adequacy of the Sample Size*

Hair et al. (2014: 574) explained, SEM is a technique that is more sensitive to sample size than other multivariate techniques. The statistical calculation algorithm used in SEM is not reliable in cases with small samples. Hair et al. (2014: 576) states that in terms of sample size, the most important thing is that the sample size must represent the population, and then the sample size must allow SEM processing to run and

provide good estimation results.

Hair et al. (2014:574) explains, in a model with seven constructs or less, the minimum sample size required for SEM is 150. In this study, the sample size used was 165, more than 150, so that it meets the requirements for sufficient sample size so that SEM can be used.

**2. Multivariate Normality**

Multivariate normality refers to detecting the shape of the data distribution in a multivariate variable and its correspondence with the normal distribution. In a simple sense, multivariate normality means a set of variables that are normally distributed in the sense of univariate or multivariate, so that if a variable meets multivariate normality, it will also meet univariate normality, but not vice versa (Hair et al., 2014: 69).

In SEM, multivariate normality testing is carried out with a critical ratio value (c.r.) in the multivariate kurtosis section, the value of c.r. This is also called the Z-value. If the Z-value is greater than the critical value, the data distribution is not normal, on the other hand, if the Z-value is less than the critical value, the data distribution is normal. The critical value can be determined based on a significance level of 0.05 (5%) which is 1.96.

**Table V. Multivariate normality**

Test	Kurtosis	c.r multivariate	Conclusion
Multivariate normality	-13,367	-1,687	c.r.on range ±1,96, data normally distributed

Source: data processing

The results of the normality test showed a multivariate c.r of -1.687 which was in the range -1.96 to +1.96 at a significance level of 5%, so it can be concluded that the multivariate data were normally distributed. Thus, the analysis can be continued to the next stage.

**3. Multivariate Outlier**

Multivariate outlier detection can be done using the Mahalanobis d-Squared distance, the principle is that the Mahalanobis d-Squared is a measure to evaluate the position of each observation compared to the center of all observations on a set of variables (Hair et al., 2014:67). The resulting Mahalanobis d-Squared was evaluated using <sup>2</sup> (chi-square) at degrees of freedom equal to the number of indicators used in the SEM model. If there are observations that produce a Mahalanobis d-Squared value greater than the chi-square value at df = number of indicators and a significance level of 0.001, then these observations are identified as multivariate outliers. The result of the calculation of the chi-square table with 35 degrees of freedom (number of indicators = 35) is 66.62.

**Table VI. Multivariate outlier**

Observation number	Mahalanobis d-squared	p1	p2
59	<b>55,606</b>	,015	,915
40	52,411	,030	,957
81	50,400	,044	,979
9	46,200	,098	1,000
110	46,006	,101	1,000
33	45,730	,106	1,000
21	45,658	,107	,999
84	45,184	,116	,999
39	45,130	,117	,998
61	44,030	,141	1,000
97	43,374	,156	1,000
109	42,945	,167	1,000
85	42,835	,170	1,000
:			
:			
14	34,158	,509	,011
65	34,079	,512	,010

Source : data processing

The results of multivariate outlier detection based on Table VI show that the largest d-squared mahalonobis value is 55.606, which is observation/respondent number 59, but this value is still smaller than the chi-square limit of table 66.62, so it was decided that all observations (respondents) were not some are indicated as outliers and all of them can be used for analysis.

#### 4. Singularity dan Collinearity

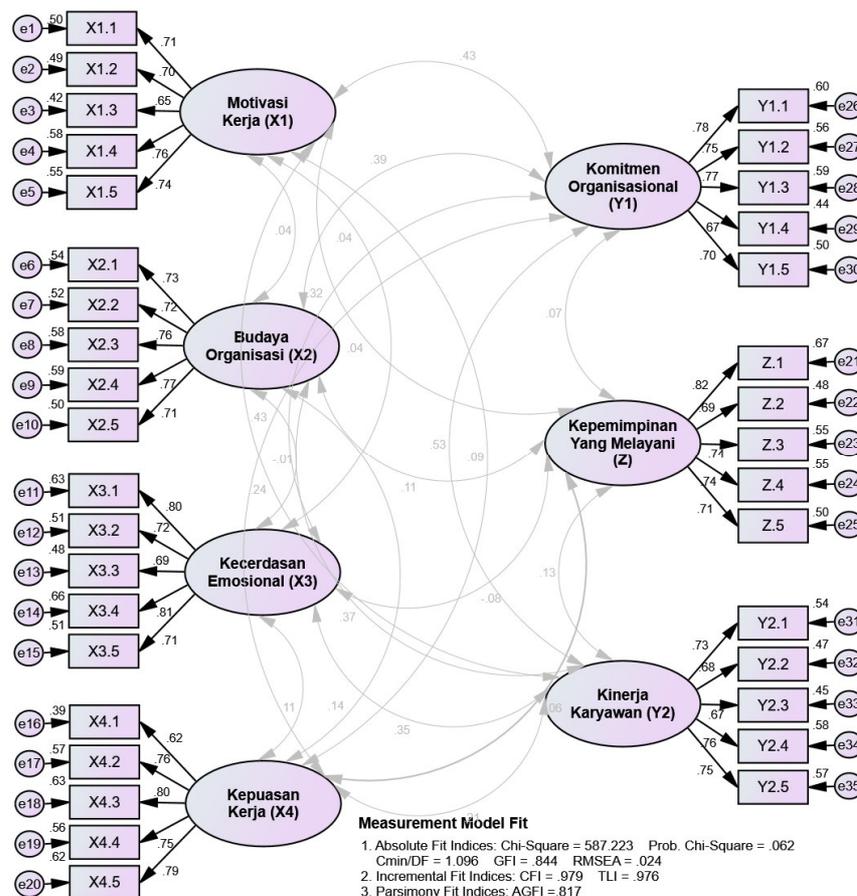
Collinearity or more commonly referred to as multicollinearity is the level of relationship between independent variables. Too high a relationship between independent variables will cause redundancy of influence, so that the influence of independent variables that should be significant, can be insignificant. Furthermore, the extreme multicollinearity (-1 or +1) is called the singularity. (Hair et al., 2014:156).

The results of multicollinearity and singularity detection show that the value in the correlation matrix between the largest indicators is 0.62, so that nothing exceeds the value of 0.80. The largest correlation value between independent constructs is also 0.128 (< 0.80) and the VIF value is less than 10. Thus, it can be concluded that in this research model there is no multicollinearity between independent variables, so the assumption of the absence of multicollinearity and singularity in the research model can be fulfilled.

### Analisis Measurement Model

#### 1. Measurement model fit

The estimation results of the measurement model are presented in Figure 1 as follows:



Gambar 1. Asesing the measurement model

Source: data processing

The results of the model suitability test on the measurement model resulted in all of the model suitability indexes meeting the criteria. A summary of the results of the model suitability test on the measurement model is presented in Table VII below:

**Table VII. Fit measure for the measurement model**

Fit Measure		Critical Value	Measurement Model	
			Index value	Decision
Absolute Fit Indices	Probability	> 0,05	0,062	Good fit
	Cmin/DF	≤ 2,00	1,096	Good fit
	GFI	≥ 0,90	0,844	Marginal fit
	RMSEA	≤ 0,08	0,024	Good fit
Incremental Fit Indices	CFI	≥ 0,95	0,979	Good fit
	TLI	≥ 0,95	0,976	Good fit
Parsimony Fit Indices	AGFI	≥ 0,90	0,817	Marginal fit

Source: data processing

Table VII shows the results of the evaluation of the suitability of the model on the measurement model, producing criteria that are all acceptable (good fit and marginal fit), so that the measurement model can be accepted. Good fit means that the suitability of the model is good, while marginal fit means that the level of conformity of the model is within acceptable limits.

### Construct validity

**Table VIII Construct validity**

Variabel	Construct Reliability	AVE	Decision
Work Motivation (X1)	0,839	0,510	Reliabel
Budaya Organisasi (X2)	0,857	0,546	Reliabel
Kecerdasan Emosional (X3)	0,863	0,559	Reliabel
Kepuasan Kerja (X4)	0,861	0,554	Reliabel
Komitmen Organisasional (Y1)	0,854	0,540	Reliabel
Organizational Culture (X2)	0,844	0,520	Reliabel
Servant Leadership (Z)	0,860	0,552	Reliabel
Requirement	≥ 0,70	≥ 0,50	

Source : data processing

Table VIII shows that Construct Reliability  $0.70 > 0.50$  AVE means that all variables are Work Motivation, Organizational Culture, Emotional Intelligence, Job Satisfaction, Organizational Commitment, Servant Leadership and Reliable Employee Performance.

### Analysis of the direct effect

In testing structural relationships, hypothesis testing is carried out to test the significance of the influence between variables, using the critical ratio (CR) and probability values (p-value). Whether or not there is a significant effect between variables using the provisions if the CR value 1.96 or the p-value 5% significance level, then it is decided that there is a significant effect between these variables.

The following are the results of testing structural relationships in order to test each research hypothesis based on SEM output:

**Table VIII. Summary of the direct effect testing**

Hip.	Structural relationship	Std. Estimate	C.R.	P value
H <sub>1</sub>	Work Motivation (X <sub>1</sub> ) → Organizational Commitment (Y <sub>1</sub> )	0,373	4,494	0,000*
H <sub>2</sub>	Organizational Culture (X <sub>2</sub> ) → Organizational Commitment (Y <sub>1</sub> )	0,331	4,184	0,000*
H <sub>3</sub>	Emotional Intelligence (X <sub>3</sub> ) → Organizational Commitment (Y <sub>1</sub> )	0,279	3,712	0,000*
H <sub>4</sub>	Job Satisfaction (X <sub>4</sub> ) → Organizational Commitment (Y <sub>1</sub> )	0,321	3,920	0,000*
H <sub>5</sub>	Work Motivation (X <sub>1</sub> ) → Performance (Y <sub>2</sub> )	0,087	0,908	0,364 <sup>n.s</sup>
H <sub>6</sub>	Organizational Culture (X <sub>2</sub> ) → Performance (Y <sub>2</sub> )	0,237	2,508	0,012*
H <sub>7</sub>	Emotional Intelligence (X <sub>3</sub> ) → Performance (Y <sub>2</sub> )	0,255	2,848	0,004*
H <sub>8</sub>	Job Satisfaction (X <sub>4</sub> ) → Performance (Y <sub>2</sub> )	0,020	0,224	0,823 <sup>n.s</sup>
H <sub>9</sub>	Organizational Commitment (Y <sub>1</sub> ) → Performance (Y <sub>2</sub> )	0,301	2,306	0,021*

\*. Significant at the 0,05 level n.s. Not significant

Source: data processing

Based on Table VIII above, it can be explained as follows:

- a. The estimation results of the parameter of the effect of work motivation on organizational commitment show a significant effect with a CR value of 4.494 (greater than 1.96) and a significance value (p-value)

- of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.373 (positive), meaning that the higher the employee's work motivation, the stronger the organizational commitment. Thus, the first hypothesis which states that work motivation has an effect on organizational commitment to Public Health Center employees can be accepted (H1 is accepted).
- b. The parameter estimation results of the influence of organizational culture on organizational commitment also show a significant effect with a CR value of 4.184 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.331 (positive), meaning that the higher the organizational culture, the stronger the employee's organizational commitment. Thus, the second hypothesis which states that organizational culture has an effect on organizational commitment to Public Health Center employees is also acceptable (H2 is accepted).
  - c. The parameter estimation results of the influence of emotional intelligence on organizational commitment also show a significant effect with a CR value of 3.712 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.279 (positive), meaning that the higher the employee's emotional intelligence, the stronger the organizational commitment. Thus, the third hypothesis which states that emotional intelligence has an effect on organizational commitment to Public Health Center employees is also acceptable (H3 is accepted).
  - d. The parameter estimation results of the effect of job satisfaction on organizational commitment also show a significant effect with a CR value of 3.920 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.321 (positive), meaning that the higher the employee's job satisfaction, the stronger the organizational commitment. Thus, the fourth hypothesis which states that job satisfaction has an effect on organizational commitment to Public Health Center employees is also acceptable (H4 is accepted).
  - e. The estimation results of the parameter of the influence of work motivation on employee performance showed an insignificant effect with a CR value of 0.908 (smaller than 1.96) and a significance value (p-value) of 0.364 (greater than 5% significance level). The resulting coefficient of influence is only 0.087, meaning that the higher the employee's work motivation has not had a real impact on improving employee performance. Thus, the fifth hypothesis which states that work motivation affects the performance of Public Health Center employees, cannot be accepted (H5 is rejected). This indicates that the work motivation that is owned is not a new thing for existing employees.
  - f. The results of the parameter estimation of the influence of organizational culture on employee performance show a significant effect with a CR value of 2.508 (greater than 1.96) and a significance value (p-value) of 0.012 (smaller than 5% significance level). The resulting coefficient of influence is 0.237 (positive), meaning that the higher the organizational culture, the higher the employee's performance. Thus, the sixth hypothesis which states that organizational culture affects the performance of Public Health Center employees, can be accepted (H6 is accepted).
  - g. The results of the parameter estimation of the influence of emotional intelligence on employee performance also show a significant effect with a CR value of 2.848 (greater than 1.96) and a significance value (p-value) of 0.004 (smaller than 5% significance level). The resulting coefficient of influence is 0.255 (positive), meaning that the higher the employee's emotional intelligence, the higher the performance. Thus, the seventh hypothesis which states that emotional intelligence affects the performance of Public Health Center employees is also acceptable (H7 is accepted).
  - h. The estimation results of the parameter of the effect of job satisfaction on employee performance showed an insignificant effect with a CR value of 0.224 (smaller than 1.96) and a significance value (p-value) of 0.823 (greater than 5% significance level). The resulting coefficient of influence is only 0.020, meaning that the higher the employee's job satisfaction does not have a real impact on improving their performance. Thus, the eighth hypothesis which states that job satisfaction affects the performance of Public Health Center employees, cannot be accepted (H8 is rejected).
  - i. The parameter estimation results of the influence of organizational commitment on employee performance show a significant effect with a CR value of 2.306 (greater than 1.96) and a significance value (p-value) of 0.021 (smaller than 5% significance level). The resulting coefficient of influence is 0.301 (positive), meaning that the stronger the employee's organizational commitment, the higher the performance. Thus, the ninth hypothesis which states that organizational commitment affects the performance of Public Health Center employees, can be accepted (H9 is accepted).

#### **Analysis of the indirect effect**

The following are the results of testing structural relationships in the context of testing the indirect effect based on SEM output:

**Table IX. Summary of the indirect effect testing**

<i>Indirect Effect</i>	<i>Std. Estimate</i>	<i>P-value</i>	Mediation Type
Work motivation (X <sub>1</sub> ) → Organizational Commitment (Y <sub>1</sub> ) → Performance (Y <sub>2</sub> )	0,112	0,040*	<i>Fully mediation</i>
Organizational Culture (X <sub>2</sub> ) → Organizational Commitment (Y <sub>1</sub> ) → Performance (Y <sub>2</sub> )	0,099	0,046*	<i>Partially mediation</i>
Emotional Intelligence (X <sub>3</sub> ) → Organizational Commitment (Y <sub>1</sub> ) → Performance (Y <sub>2</sub> )	0,084	0,043*	<i>Partially mediation</i>
Work Motivation (X <sub>4</sub> ) → Organizational Commitment (Y <sub>1</sub> ) → Performance (Y <sub>2</sub> )	0,097	0,037*	<i>Fully mediation</i>
*. Significant at the 0,05 level		n.s. Not significant	

Source : data processing

Based on Table IX above, it can be explained that the results of the X<sub>1</sub>->Y<sub>1</sub>->Y<sub>2</sub> indirect path significance test show a significant effect with a significance value (p-value) of 0.040 (smaller than the 5% significance level). Thus, organizational commitment significantly mediates the effect of work motivation on employee performance. The nature of mediation is known to be fully mediation, meaning that improving the performance of Public Health Center employees cannot only rely on high work motivation, but must also be accompanied by strengthening employee organizational commitment, so that their performance will increase.

The results of the indirect path significance test X<sub>2</sub>->Y<sub>1</sub>->Y<sub>2</sub> also showed a significant effect with a significance value (p-value) of 0.046 (smaller than the 5% significance level). Thus, organizational commitment also significantly mediates the influence of organizational culture on employee performance. The nature of mediation is known to be partially mediation, meaning that improving the performance of Public Health Center employees can only improve organizational culture, but if it is also supported by strengthening organizational commitment, then employee performance can increase even more.

The results of the indirect path significance test X<sub>3</sub>->Y<sub>1</sub>->Y<sub>2</sub> also showed a significant effect with a significance value (p-value) of 0.043 (smaller than the 5% significance level). Thus, organizational commitment also significantly mediates the effect of emotional intelligence on employee performance. The nature of mediation is known to be partially mediation, meaning that improving the performance of Public Health Center employees can only increase employee emotional intelligence, but if it is also supported by strengthening organizational commitment, then employee performance can increase even more.

The results of the indirect path significance test X<sub>4</sub>->Y<sub>1</sub>->Y<sub>2</sub> showed a significant effect with a significance value (p-value) of 0.037 (smaller than the 5% significance level). Thus, organizational commitment also significantly mediates the effect of job satisfaction on employee performance. The nature of mediation is known to be fully mediation, meaning that improving the performance of Public Health Center employees cannot only rely on high job satisfaction, but must also be accompanied by strengthening employee organizational commitment, so that their performance will increase.

### Analysis of the moderation effect

In this study, testing the moderating effect will use a two-stage approach, because the purpose of the analysis is to test the significance of the moderating effect. Furthermore, it is strengthened by multigroup analysis to determine differences in the strength of the influence of organizational commitment on employee performance, at different servant leadership levels.

The results of testing the moderating effect of the two-stage approach are presented in Appendix 10, which can be summarized in the following Table X.

**Table X. Summary of the moderating effect hypotheses**

Hip.	Moderating relationship	Std. Estimate	C.R.	P value	Result
H <sub>10</sub>	Servant leadership (Z) moderates the effect of organizational commitment (Y <sub>1</sub> ) on employee performance (Y <sub>2</sub> )	0,372 (strengthen)	3,834	0,000*	H <sub>10</sub> accepted
*. Significant at the 0,05 level		n.s. Not significant			

Based on Table X above, it can be explained that the results of the moderating analysis of servant leadership on the effect of organizational commitment on employee performance show a significant effect with a CR value of 3.834 (greater than 1.96) and a significance value (p-value) of 0.000 (more smaller than the 5% level of significance). The resulting coefficient of influence is 0.372 (positive), meaning that servant leadership significantly strengthens the influence of organizational commitment on employee performance. Thus, the tenth hypothesis which states that servant leadership moderates the effect of organizational commitment on the performance of Public Health Center employees is acceptable (H<sub>10</sub> is accepted).

## Discussion of Research Results

1. Work Motivation has an effect on Organizational Commitment, this hypothesis is acceptable and has an influence coefficient of 0.373 supporting the results of research conducted by Qendrim (2020), Sidthisone et al (2022), Yudha and Hasib (2014)
2. Organizational Culture has an effect on Organizational Commitment. This hypothesis is acceptable and has a coefficient of influence of 0.331, supporting the results of research conducted by Wibawa and Putra (2018), Taurisia and Ratnawati (2012), Guney and Kutlu (2019)
3. Emotional Intelligence Affects Organizational Commitment This hypothesis is acceptable and has a coefficient of influence of 0.279, supporting the results of research conducted by Amjad (2018), Alsughayik (2020), Kumar et al (2021)
4. Job Satisfaction has an effect on Organizational Commitment. This hypothesis is acceptable and has a coefficient of influence of 0.321, supporting the results of research conducted by Wibawa and Putra (2018), Taurisia and Ratnawati (2012), Nahita and Saragih (2021).
5. Work Motivation has an effect on Performance, this hypothesis is rejected and has an influence coefficient of 0.087, contrary to the results of research conducted by Adha et al (2019), Bhukari and Pasaribu (2019), Kuswati (2020)
6. Organizational Culture has an effect on performance, this hypothesis is acceptable and has an influence coefficient of 0.237, supporting the results of research conducted by Adha et al (2019), Stephen and Strephen (2016), Sugiono and Ardhiansyah (2021), Wiyanto (2021)
7. Emotional Intelligence Affects Performance This hypothesis is acceptable and has an influence coefficient of 0.255, supporting the results of research conducted by Amjad (2018), Sakti et al (2020), Widayati et al (2021)
8. Job Satisfaction has an effect on performance, this hypothesis is rejected and has an influence coefficient of 0.020, different from the results of research conducted by Hidayah and Tobing (2018), Firmansyah and Darmawan (2021), Helmi and Abunar (2021)
9. Organizational Commitment has an effect on performance. This hypothesis is accepted and has a coefficient of influence of 0.301, supporting the results of research conducted by Sakti et al (2020), Ginanjar and Berliana (2021), Hidayah and Tobing (2018)
10. Servant leadership moderates the effect of Organizational Commitment on Performance. This hypothesis turns out to be acceptable and has an influence coefficient of 0.372, the results of this study are the latest findings from several aspects that moderate the influence of Organizational commitment on Performance.

## 6. Conclusion

Considering that Public Health Center is a place of reference for lower middle class people who need health care, the manager of the Public Health Center must pay attention to these variables that have been studied, namely Work Motivation, Organizational Culture, Emotional Intelligence and Job Satisfaction, Serving Leadership and the Performance of Public Health Center Employees in Surabaya so that the service could deliver satisfaction to patients and their families.

### Suggestion

For other researchers or further, it is hoped that the results of this study will make further references and can increase the scope of research in the field of public health services. The Public Health Center is a reference for the lower and middle class people to meet their health needs in the hope of creating public health that extends from one sub-district to another in their respective cities/districts who need health services. special attention considering that the Public Health Center is a place for public services from local government officials to the wider community, especially regarding their health.

### Variable Indicators in Research

#### Work motivation

1. Always want to make changes for patient service satisfaction
2. Oriented to actions that benefit the patient
3. Try to be on time at work
4. Always take care of your own health in addition to others
5. Ready to carry out tasks if needed at any time outside of working hours

#### Work Culture

1. Work environment fully supports activities
2. The existing work rules are always obeyed by employees
3. Prioritizing fast and effective service to patients

- 4.Cooperation with co-workers is fun
5. Prioritizing honesty at work

#### Emotional Intelligence

- 1.Employees are aware of psychological pressure in carrying out their duties
- 2.Employees can separate between personal problems and work problems
- 3.Employees really understand the needs of patients who come for treatment
- 4.Employees are mature enough to manage individual and group conflicts
5. Employees are not easily angered if there are patients who are dissatisfied with the services provided.

#### Job satisfaction

- 1.The relationship between superiors and employees is very pleasant
2. Existing leaders always receive input from subordinates
- 3.Sufficient work equipment
4. Organizational cultural values add to the job satisfaction felt by employees.
- 5.Employees feel they have given their best for the tasks that are their responsibility

#### Organizational Commitment

1. Workplace atmosphere adds confidence to stay
- 2.This workplace strengthens confidence to provide security for the survival of employees
- 3.Support the values of the workplace is very strong to shape productivity
4. Employees are always willing to remain in the organization, ready to accept orders outside of their main duties.
- 5.Employees have found a place of work that matches their talents

#### Servant leadership

- 1.Able to manage time and activities according to the needs of others
- 2.Be able to put the interests of subordinates ahead of their own interests
3. Maintain a harmonious relationship with employees
4. Encourage subordinates to be the best for the work environment
5. Willing to provide assistance to subordinates to deal with personal problems

#### Performance

- 1.Employees always try to produce good and correct performance for the Public Health Center
- 2.Employees always try to produce performance based on regulations..
- 3.Employees always maintain the satisfaction of patients who seek treatment
- 4.Employees always try to be creative and innovate on their performance
- 5.Employees always maintain togetherness among existing employees

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