

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT EMPLOYEES WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT PT. VICTORINDO PRATAMA MANDIRI IN MEDAN

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ABSTRACT

This study aims to determine the effect of Transformational Leadership Style and Work Environment on Employee Performance with Organizational Commitment as an intervening variable at PT Victorindo Pratama Mandiri in Medan. The sampling method used simple random sampling and the number of samples obtained was 85 respondents. The data testing method used is the Structural Equation Modeling (SEM) test using the smartPLS application. Based on the test results, it is found that Transformational Leadership Style has a significant positive effect on Organizational Commitment. Work Environment has a significant positive effect on Organizational Commitment. Transformational Leadership Style and Work Environment simultaneously have a significant positive effect on Organizational Commitment. Organizational Commitment has a significant positive effect on Employee Performance. On the other hand, Organizational Commitment is able to mediate the relationship between Transformational Leadership Style and Work Environment to Employee Performance.

Keyword: *Employee Performance, Transformational Leadership Style, Work Environment, Organizational Commitment*

1. INTRODUCTION

PT Victorindo Pratama Mandiri is a company engaged in the industry of trading spare parts and supporting machinery for palm oil mills and various oil refining industries. In addition to selling products, PT Victorindo Pratama Mandiri is also a one stop solution for service and repair services for products used by customers. The company is very concerned about customer satisfaction by continuously striving to improve the quality and performance of human resources.

To achieve the company's mission and goals, it is necessary to measure and evaluate the performance of an employee contributing to the company. The company always conducts performance appraisals every year. Performance appraisal is a system that involves all employees, managers and leaders, organizational goals, goals to be achieved, organizational strategies, as well as organizational support and the feedback process (Suparyadi, 2015).

Performance appraisal conducted by PT Victorindo Pratama Mandiri is the measurement of employee performance by superiors and coworkers. Measurement is carried out by looking at the ability and speed in completing the tasks assigned according to the job combined with an assessment of the employee's attitude at work by superiors, subordinates or coworkers. From the employee performance assessment carried out by the company, it is still found that there is an unsatisfactory employee performance with a category below the value of B (Good). The following is comparative data on employee performance that has been measured in 2021 and 2022 as follows:

Table 1. 1

Employee Performance Data for 2021 and 2022

Number	Value	Total Employees 2021	% Achievement in 2021	Total employees 2022	% Achievement in 2022
1	A (110 – 125)	0	0%	0	0%
2	B (90 – 109)	13	18.84%	34	40,96%
3	C (75 – 89)	34	49.28%	30	36,14%
4	D (50 – 74)	21	30.43%	16	19.29%
5	E (< 50)	1	1.45%	3	3.61%
	Total	69	100%	83	100%

Source: The results of the performance appraisal of employees of PT Victorindo Pratama Mandiri in 2021-2022.

Based on Table 1.1, it can be concluded that the percentage of employees with the results of the performance appraisal score B (Good category) in 2021 is 18.84% and in 2022 is 40.96%. This shows that there are still 56 people (81.16%) in 2021 and 49 people (59.04%) in 2022 who have not reached the B (Good) performance standard according to the target set by the company. The phenomenon of lack of performance is also reflected in the fact that there are still errors that occur repeatedly so that Corrective Action Requests are issued such as administrative negligence and miss communication. Employee performance is a central issue in the life of an organization because an organization or company will be able to achieve its goals or not, depending on how well the performance shown by its employees (Suparyadi, 2015).

This less than optimal performance is due to various factors. One of them is Organizational Commitment. Organizational commitment can be likened to a source of energy for the organization in carrying out various activities in order to achieve predetermined organizational goals (Sinambela, 2019). High commitment, organizational members will love their work and be able to work with a sense of responsibility. A worker who has a low commitment to his organization, the worker will work according to his capacity only, will not try more.

According to Kinicki & Kreitner in (Bukit, Malusa, & Rahmat, 2017) that Higher commitment can facilitate higher productivity. This means that high organizational commitment will spur everyone in it to increase their productivity in order to maintain the sustainability of the company.

Based on previous research, it states that organizational commitment affects employee performance (Sinambela, Sinambela, & Abdullah, 2019). However, it is not in line with other research which states that organizational commitment has no effect on employee performance (Eliyana, Ma'arif, & Muzakki, 2019).

The characteristics of organizational commitment according to Steer and Luthans in (Sinambela & Sinambela, 2019) that organizational commitment is characterized by the emergence of a strong desire to remain a member of the organization. Based on data on employees who resigned at PT Victorindo Pratama Mandiri, it was found that in 2022 11 employees had left the company. This shows a lack of a strong desire to remain a member of the organization. In addition, low organizational commitment can also be seen from employees often putting personal interests ahead of company interests, namely by leaving work without caring about urgent work that has not been completed, which has an impact on employee performance. This can be caused by a leadership style that is unable to motivate its employees and an environment that does not provide a sense of comfort to employees so that commitment to the organization is low.

A leader is a person who is responsible for organizing, influencing and supervising his members so that they are able to work optimally and efficiently. The failure of members to provide good performance and leave the organization is the failure of a leader. Therefore, leadership style greatly influences the ability of a leader to motivate his employees to make their best contribution to achieving the vision and goals in the organization and increasing the sense of loyalty to the organization.

One of the leadership styles that is often discussed is the transformational leadership style. Transformational leadership involves developing a closer relationship between leaders and their followers, not just a work agreement, but more than that based on trust and mutual commitment for the benefit of the organization (Calen & P. Theng, 2022). With transformational leadership style, employees will be motivated to bring out the ability to work more than expectations and increase trust that the leader they recognize will not harm or take advantage of their followers. Someone who has such trust will devote all their attention to their work and have a high commitment to the organization because they believe that the transformational leader will be able to give good things to them, so it is believed that employee performance is very good.

According to previous research, transformational leadership style has a significant positive effect on organizational commitment (Diaryah, 2018) and (Eliyana, Ma'arif, & Muzakki, 2019), transformational leadership style has a significant positive effect on employee performance and transformational leadership style has a significant positive effect on employee performance through organizational commitment (Donkor, Dongmei, & Sekyere, 2021). However, it is not

in line with other studies that transformational leadership style has no effect on organizational commitment (Rusni, Widarko, & Khalikussabir, 2017), transformational leadership style has no effect on employee performance (Prabowo, Noermijati, & Irawanto, 2018) and also transformational leadership style has no effect on employee performance through organizational commitment (Eliyana, Ma'arif, & Muzakki, 2019).

One of the characteristics of transformational leadership is to be an admired role model, Bass and Avolio in (Sudaryono, 2014). Subordinates show a high level of trust in the leader. A transformational leader gets his charisma from the view of followers, a charismatic leader will have a lot of influence and always be loyal to carry out every task from his leader. Based on 360-degree feedback on manager-level leaders in 2022 as follows:

Table 1. 2
360 Degree Feedback Data Year 2022 Manager Level

Value	Value	total managers in 2022	%
110 - 125	A	0	0,00%
90 - 109	B	5	50,00%
75 - 89	C	5	50,00%
50 - 74	D	0	0,00%
< 50	E	0	0,00%
Total		10	100,00%

Source: Results of 360 degree questionnaire assessment feedback PT. Victorindo Pratama Mandiri Year 2022

The 360 degree feedback carried out by PT Victorindo Pratama Mandiri is the conclusion of the people involved in the organization, both colleagues, subordinates and superiors, giving views and opinions on the person being assessed in terms of Respect, Integrity, Passion and Commitment. From a total of 10 managers, it was found that 5 managers received B (Good) results with a ratio of 50% and 5 managers received a C (Less Satisfactory) score with a ratio of 50%, meaning that it can be concluded that leaders in the organization have not been able to become role models with no managers who have managed to achieve an A (Very good) score and there are still 5 managers who get a C (Less satisfactory) score. Leaders are also less able to motivate employees to innovate and think of ways that the tasks and targets given can be completed properly. There is an assumption by employees that doing work is limited to the compensation received.

In addition to the transformational leadership style, the organizational environment must receive special attention from management. Based on (Minister of Health Regulation No. 70, 2016) concerning Standards and Requirements for Industrial Work Environment Health, a healthy industrial work environment is one of the factors that support increased performance and production which can simultaneously reduce the risk of health problems and occupational diseases.

A large enough workspace is not only able to provide freedom of movement in work, but also provides a comfortable atmosphere, good air circulation and does not interfere with coworkers. Sufficient lighting can provide visual comfort and a calm room atmosphere will make it easier for employees to focus on doing their work (H.Suparyadi, 2015).

The achievement motive that employees need to have must be grown within themselves will form self-strength and a work environment that also supports the achievement of performance will be easier (Silitonga, 2020). A good work environment will tend to make workers work with more focus and increase their pleasure in working in the organization. Organizational commitment is created because it feels at home working in a good environment. Employees will be able to achieve maximum performance when they feel comfortable working in a good work environment.

In previous studies, it was stated that the work environment has a significant positive effect on organizational commitment (Intepeler, et al., 2019), the work environment is also stated to affect employee performance (Idris, Adi, Soetjipto, & Supriyanto, 2020), and the work environment has a significant positive effect on employee performance through organizational commitment (Darmawan, Syakuro, & Bagis, 2021). The more comfortable the work environment, the better the organizational commitment and performance, but it is not in line with other studies that the work environment has no effect on organizational commitment, the work environment has no effect on performance through organizational commitment (Rumoning, 2018) and the work environment has no effect on employee performance (Nabawi, 2019).

The phenomenon that occurs in the work environment at PT Victorindo Pratama Mandiri is that the work environment is still not supportive for employees to carry out tasks in a comfortable condition. This can be seen in the physical environment such as the existence of files that fill the chair because there is not enough space to place files, noise due to communication between employees because there is no partition between rooms, hot air temperature in the workshop area due to inadequate air ventilation and non-physical environment such as employees who feel that people get more attention from their superiors so as to create disharmonious relationships between employees.

Based on the description of the normative, empirical, phenomenon, and theoretical foundations, the authors are interested in conducting research with the title "The Effect of Transformational Leadership Style and Work Environment on Employee

Performance with Organizational Commitment as an Intervening Variable". The difference between this research and previous research lies in the time, object of research and independent variables studied. Both independent variables have not been studied simultaneously in previous studies.

2. MATERIALS & METHODS:

Inner model analysis or structural model with SEM-PLS

Coefficient of determination / R square value

The structural model is evaluated using the R-square (R2) for each endogenous latent variable as the predictive power of the structural model. The interpretation is the same as in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables (exogenous) on the dependent latent variable (endogenous) whether it has a substantive effect. The higher the R2 value, the better the prediction model of the proposed research model. According to (Santosa, 2018), that the R2 value ranges from 0 to 1 with a value close to 1 indicating greater prediction accuracy. R2 values of 0.75, 0.50 and 0.25 can be concluded to be strong, moderate and weak models, while according to Hair et al and R2 values of 0.67, 0.33 and 0.29 can be concluded to be strong, moderate and weak models according to Chin in (Ghozali, 2021).

Effect Size f^2

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

Description :

$R^2_{included} - R^2_{excluded}$ is the R-Squares of the endogenous latent variable when the latent variable predictor is used or excluded in the structural equation. According to Cohen in (Santosa, 2018), f^2 values of 0.02, 0.15, 0.35 indicate weak, medium and large models.

Q^2 predictive relevance (Predictive Sample Reuse)

$$Q^2 = 1 - \frac{\sum_D E_D}{\sum_D O_D}$$

Description:

D = omission distance

E = sum of squares of prediction error

O = sum of squared errors using the mean for prediction

3. RESULT:

Coefficient of determination / R square value

Table 1.3

R-square Results

	R Square	R Square Adjusted
Employee's Performance	0.395	0.388
Organization Commitment	0.442	0.429

Source: Data processed with SmartPLS, 2023

The analysis results from the adjusted R-square value that:

1. The Transformational Leadership Style (X1) and Work Environment (X2) variables together (simultaneously) are able to explain the Organizational Commitment variable by 0.429 or 42.9% which is categorized as a moderate model because it is above 0.33 and while the remaining 57.1% is explained by other factors.
2. The Organizational Commitment variable (Z) is able to explain the performance variable by 0.388 or 38.8% which is categorized as a moderate model because it is above 0.33 and while the remaining 61.2% is explained by other factors.

Effect Size f^2

Table 1.4
F-square Results

	Transformational Leadership Style	Employee's Performance	Organizational Commitment	Work Environment
Transformational Leadership Style			0.179	
Employee's Performance				
Organizational Commitment		0.652		
Work Environment			0.274	

Source: Data processed with SmartPLS, 2023

From the results of the F-Square analysis of SEM-PLS, it shows that:

1. Transformational Leadership Style (X1) has a medium influence on organizational commitment (Z) of 0.179 because it is above 0.15.
2. The work environment (X2) has a medium influence on organizational commitment (Z) of 0.274 because it is above 0.15.
3. Organizational commitment (Z) has a strong influence on employee performance (Y) of 0.652 because it is above 0.35.

Q² predictive relevance (Predictive Sample Reuse)

Table 1.5
Q² predictive relevance results

	SSO	SSE	Q² (=1-SSE/SSO)
Transformational Leadership Styles	680.000	680.000	
Employee's Performance	1.020.000	776.295	0.239
Organizational Commitment	680.000	495.411	0.271
Work Environment	1.105.000	1.105.000	

Source: Data processed with SmartPLS, 2023

The calculation results show that the Q2 value of employee performance is 0.239 and organizational commitment is 0.271. The blindfolding Q2 value is greater than zero, so it can be concluded that this study has a good / good observation value because the Q square value > 0 (zero), namely 0.239 and 0.271 (Ghozali, 2021).

Table 1.6
Results of Path Coefficients

Relation	Path Coefficient (β)	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values
Transformational Leadership Styles -> Organizational Commitment	0.351	0.361	0.098	3.572	0.000
Organizational Commitment -> Employee's Performance	0.628	0.632	0.082	7.695	0.000
Work Environment -> Organizational Commitment	0.433	0.432	0.106	4.105	0.000

Source: Data processed with SmartPLS, 2023

From the test results above, the linear regression equation is obtained as follows:

$$\text{Model 1 : } Z = 0,351 X1 + 0,433 X2 + \epsilon \quad R^2 = 0,422$$

$$\text{Model 2 : } Y = 0,628 Z + \epsilon \quad R^2 = 0,395$$

The multiple linear regression regression equation model 1 has the following meaning:

1. Transformational Leadership Style has increased by 1 unit, organizational commitment will increase by 0.351.
2. Work Environment Style has increased by 1 unit, organizational commitment will increase by 0.433.

The multiple linear regression equation model 2 has the following meaning:

1. Organizational commitment increases by 1 unit, then employee performance will increase by 0.628.

Discussion of Research Results

Effect of Transformational Leadership Style on Organizational Commitment

The results of testing the effect of X1 on Z show that Transformational Leadership Style has a significant positive effect on Organizational Commitment at PT Victorindo Pratama Mandiri. This explains that the better the transformational leadership style practiced in the company, the organizational commitment of employees will also increase.

In accordance with the theory put forward by Kinicki and Kreitner in (Sudaryono, 2014) that the transformational leadership model produces significant organizational change because many forms of this leadership emphasize higher levels of intrinsic motivation, trust, commitment and loyalty from subordinates. Leaders who apply a transformational style will respect each other with the team, provide encouragement, become role models, inspire their members, spur their members to think creatively and have a good understanding of the needs of the organization so as to create followers who are loyal to the company..

This is in line with previous research which also states that transformational leadership style affects organizational commitment (Diansyah, 2018) and (Eliyana, Ma'arif, & Muzakki, 2019). However, this research is not in line with previous research which states that transformational leadership style has no effect on organizational commitment (Rusni, Widarko, & Khalikussabir, 2022).

The Effect of Work Environment on Organizational Commitment

The results of X2 research on Z show that the Work Environment has a significant positive effect on Organizational Commitment at PT Victorindo Pratama Mandiri. This explains that by improving the quality of the work environment in the company, organizational commitment will also increase.

A good work environment can also increase loyalty, employee commitment levels, efficiency and productivity effectiveness (Putra & Mardikaningsi, 2022). Organizational commitment can be formed from a good work environment. The better the work environment, the higher the sense of comfort from employees working in the company and not wanting to leave the organization.

This is in line with previous research which also states that the work environment has a significant positive effect on organizational commitment (Intepeler, et al., 2019). However, this research is not in line with other research that the work environment has no effect on organizational commitment (Rumoning, 2018).

Effect of Transformational Leadership Style and Work Environment simultaneously on Organizational Commitment

The results of X1 and X2 research simultaneously on Z show that Transformational Leadership Style and Work Environment simultaneously have a significant positive effect on Organizational Commitment at PT Victorindo Pratama Mandiri. With a transformational leadership style that enhances a closer relationship between leaders and followers, not just a work agreement, but rather trust and mutual commitment for the benefit of the organization.

This will increase trust in the leader. Organizational commitment in employees will increase. The addition of a good work environment factor along with trust in the leader will create a sense of desire to remain in the company so that the thought of leaving the company will be smaller and employees are more concerned about the sustainability of the company.

Effect of Organizational Commitment on Employee Performance.

The results of this test indicate that Organizational Commitment has a significant positive effect on Employee Performance at PT Victorindo Pratama Mandiri. This explains that the better the company's organizational commitment, the more it will encourage employees to perform well in order to maintain the continuity of the company.

Employees with high organizational commitment will be able to achieve high performance and show strong dedication and support in achieving organizational goals. With high commitment, organizational members will love their work, devote their dedication and be able to work with a full sense of responsibility, will not easily leave the organization. A worker who has a low commitment to his organization, the worker will work according to his capacity only, lack of love for working in the company and will not try more to improve his performance.

This is in line with previous research also states that previous research states that organizational commitment affects employee performance (Sinambela, Sinambela, & Abdullah, 2019). However, this research is not in line with other research which states that organizational commitment has no effect on employee performance (Eliyana, Ma'arif, &

Muzakki, 2019).

Organizational Commitment mediates the effect of Transformational Leadership Style on Employee Performance.

The results of this test indicate that Transformational Leadership Style has a significant positive effect on Employee Performance through Organizational Commitment at PT Victorindo Pratama Mandiri. This explains that Organizational Commitment is able to mediate the effect of transformational leadership style on employee performance.

The transformational leadership style causes employees to be motivated to do more than what they are expected to do and increases confidence that the leaders they recognize will not harm and take advantage of their followers. (Calen & P. Theng, 2022). If the employee's organizational commitment is high, the employee will do his job enthusiastically and be committed to the organization so that he can try to produce work that exceeds company expectations.

This is in line with previous research which also states that transformational leadership style has a significant positive effect on employee performance through organizational commitment (Donkor, Dongmei, & Sekyere, 2021).

However, this research is not in line with previous research which states that transformational leadership style has no effect on employee performance through organizational commitment (Eliyana, Ma'arif, & Muzakki, 2019).

Organizational Commitment mediates the effect of Work Environment on Employee Performance

The results of this test indicate that the work environment has a significant positive effect on employee performance through organizational commitment at PT Victorindo Pratama Mandiri. This explains that Organizational Commitment is able to mediate the influence of the work environment on employee performance.

A good work environment increases the sense of pleasure and satisfaction of working in the organization. A clean, cool, comfortable, beautiful, safe and harmonious work environment will increase enthusiasm to stay in the company. A good work environment increases organizational commitment so that employee performance will also increase due to a sense of wanting to maintain integrity and improve the quality of performance in an organization that is believed to provide a comfortable environment at work.

This is in line with previous research which also states that the work environment has a significant positive effect on employee performance through organizational commitment (Darmawan, Syakuro, & Bagis, 2021). However, this research is not in line with previous research which states that the work environment has no effect on performance through organizational commitment (Rumoning, 2018).

4. CONCLUSION:

Transformational leadership style has a positive and significant effect on organizational commitment at PT. Victorindo Pratama Mandiri in Medan. The work environment has a positive and significant effect on organizational commitment at PT Victorindo Pratama Mandiri in Medan. Transformational leadership style and work environment simultaneously have a positive and significant effect on organizational commitment at PT Victorindo Pratama Mandiri in Medan. Organizational commitment has a positive and significant effect on employee performance at PT Victorindo Pratama Mandiri in Medan. Organizational commitment is able to mediate the effect of Transformational Leadership Style on employee performance at PT Victorindo Pratama Mandiri in Medan. Organizational commitment is able to mediate the effect of work environment on employee performance at PT. Victorindo Pratama Mandiri in Medan.

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