

The Influence of Transformational Leadership Style, Employee Commitment and Performance on Work Productivity (Case Study at PT. JAMKRINDO)

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ARTICLE INFO

Research Paper

Article history:

Received: 274 July 2022

Revised: 2 September 2022

Accepted: 20 September 2022

HOW TO CITE

Rowi, M. (2022). The Influence of Transformational Leadership Style, Employee Commitment and Performance on Work Productivity (Case Study at PT. JAMKRINDO). *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 329–339. <https://doi.org/10.54099/aijms.v1i1.316>

ABSTRACT

PT. Jamkrindo is a state-owned enterprise (BUMN) which serves as a means of financing for micro and small and medium industries, to be able to provide good service, it must be supported by good quality human resources, the quality of human resources, especially employees, of course must be sourced from leaders who can provide good examples to their subordinates, therefore in this study the perception of respondents who are leaders of branches, regions and service units is measured through transformational leadership variables, work commitment, employee performance and work productivity, this study uses the SEM method by distributing questionnaires to a sample of 303 respondents using a sampling technique, namely purposive sampling and a margin of error of 5%, and the results obtained are transformational leadership has an influence on work commitment, and also affects performance employees, the next result is the influence of work commitment on employee performance and employee performance has a significant positive effect on work productivity variables.

Keywords: Transformational Leadership, Work Commitment, Employee Performance, Work Productivity

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INTRODUCTION

In an effort to win business competition and increase its competitiveness, an organization relies on productive human resources aspects. Changes in the global business climate will certainly encourage increasingly open and tight business competition, in the current conditions, business organizations, both state-owned and private, are in an era called the VUCA era (volatility, uncertainty, complexity, and ambiguity) where fast-paced and instant developments require every business organization to be able to adapt to the changing demands of global economic competition (Kartajaya and Mussry, 2017).

State-owned enterprises have SOE core values, namely AHKLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptive and Collaborative) is the main identity of SOE companies in order to improve company performance in a sustainable manner, and is an effort to survive, especially in VUCA as it is today. AKHLAK itself is a term that has the following meanings and values (Tirtana, 2021): (a) Amanah: uphold the trust given, (b) Competent: continue to learn and develop capabilities, (c) Harmonious: caring for each other and respecting differences, (d) Loyal: dedicated and puts the interests of the nation and state first, (e) Adaptive: continue to innovate and be enthusiastic in moving or facing change, (f) Collaborative: building synergistic cooperation.

The key to the success of an organization is not only to be able to transform from a business model but also to be able to transform culturally. According to Peter Drucker "if we talk about business then we are talking about human behavior". Failures that often occur in the business world are often caused by cultural factors and the character of the perpetrators or the character of the people who run.

The Ministry of State-Owned Enterprises (BUMN) has established AKHLAK as the main values, as well as character building in the entire BUMN environment, including PT. Jamkrindo as one of the state-owned companies must also be proactive and committed to implementing the value of AKHLAK and require employees to apply this culture in their daily work behavior.

PT. Jamkrindo itself is a State-Owned Enterprise (BUMN) that focuses on financial and non-financial credit guarantees to overcome the lack of collateral, especially for micro, small and medium enterprises (MSMEs). Currently PT Jamkrindo has (9) nine regional offices, 56 branch offices and 19 service unit offices spread widely throughout Indonesia, and until now as of August 2020 PT. Jamkrindo. Jamkrindo already has a total of 938 employees spread across regional offices and branches throughout Indonesia (Indonesia, 2021).

Seeing from the complexity of the organization and the need for good quality of qualified human resources, especially in the implementation of AKHLAK culture in the organization, it becomes an interest for researchers to take the topic to measure the perception of employees, both leaders and subordinates at PT. Jamkrindo on the variables of human resources.

Based on the problems described above and the organizational culture owned by PT. Jamkrindo, especially on human resource variables such as transformational leadership style factors by leaders in communicating the vision and mission and company culture to their employees, the influence of work commitments that should have an impact on employee performance and will further affect or have an impact on employee work productivity at PT. Jamkrindo. So that the title of the research that the researcher wants to work on is "The Influence of Transformational Leadership, Work Commitment, and Employee Performance on Work Productivity (Study at PT. Jamkrindo)".

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LITERATURE REVIEW

Transformational Leadership

The definition of transformational leadership is the process by which there is an individual involvement between people and others in this case it can be in the form of a relationship between superiors and subordinates or with fellow colleagues to create relationships that can create motivation and morality in the leader himself and his followers. Research from (Hj.Nadiah and Musa, 2016) reveals the definition of transformational leadership, which is a leadership style model where leaders have the ability to be able to change / motivate followers so that they feel trust, admiration, loyalty and respect for their leaders.

A leader is considered to have a transformational leadership spirit if the leader is able to define, communicate and articulate the vision and mission of the company that has been formulated to his subordinates and the willingness of them to be able to accept, follow and recognize the credibility of his leadership.

Transformational leaders must also have the ability to equalize the vision that is the view of the company's future direction from the organization that overshadows it towards its subordinates, as well as improve the performance of its subordinates to a higher level. The existence of

transformational leaders must also certainly have a transformational effect both at the organizational level and at the individual level. The indicators required of a good transformational leader in managing a company have four indicators according to (Humaidi, Rahmawati and Irwansyah, 2019) namely:

1. Charisma means that a leader must be able and able to communicate the vision and mission, bringing out a sense of pride, respect and trust by his subordinates.
2. Inspiration means that the leader is able to give high hopes or become the main and ideal figure (main role) to his subordinates, can be done through symbols to give focus on effort and goals in a simple way.
3. Intellectual Stimulation means that the leader is able to show the intellectual level and logical thinking to his subordinates as part of the problem-solving process.
4. Individual Considerations / individual attention i.e. being able to give attention personally especially to their subordinates through communication between individuals, for example as listeners or giving advice.

So, it can be concluded that a transformational leader is a person who moves first, is willing to walk ahead, is able to be a pioneer in taking the first steps such as doing or taking the earliest action, spearheading, directing the thoughts, opinions and actions of his subordinates, guiding and guiding and mobilizing his subordinates in order to achieve the goals of the organization.

Work Commitment

The theoretical definition of organizational commitment according to (Humaidi, Rahmawati and Irwansyah, 2019) is an attitude that reflects the attitude of employee loyalty or long-term commitment to the organization and through a continuous process where members of the organization express their attention to the organization in the form of achievement and continuous progress.

Organizational commitment can grow because an individual already has a strong emotional bond to the company where they work in the form of moral support and is willing to accept the values that exist in the company, for example through the delivery of the company's vision and mission, company goals and strategies and in the end can cause a strong desire in the form of determination that arises from within employees to provide service to the company. The indicators of work commitment based on the definition above are as follows (Daulay and Kariono, 2015):

1. Loyalty is a form of feeling that an individual has to remain a member of the organization. Loyalty can also be said to be an attitude of affection and acceptance towards the organization. This can be proven by the existence of a strong sense of belonging in the employee or employees towards the organization and there is a strong desire to stay in the organization.
2. Attitude to a task is a form of assigning or accepting an employee to a given task or in other words is an awareness of the task, an employee's attitude to the task may reject or accept the task.
3. Responsibility is the awareness of employees to work hard in accordance with their duties and be aware to immediately complete their tasks properly.
4. Self-discipline is a broader form of a sense of responsibility where if an employee feels responsible for his work, then the employee will definitely also have good work discipline as well.

Commitment also has emotional components, namely in general commitment will be formed when employees experience and express positive feelings towards an organization or individual who is a role model or figure they respect in the company's organization (Vance, 2006).

Employee Productivity

Employee performance can be interpreted as the result of work in quality and quantity that has been achieved by an employee in carrying out his duties in accordance with the responsibilities

that have been given by the company to him (Setiawan, 2021). Employee performance can also be interpreted as the result of work achieved by a person either individually or in a group in an organization in accordance with the authority of their respective duties and responsibilities to achieve organizational goals (Monalis, 2013). Meanwhile, indicators of employee performance according to (Septiani, HR and Suryanti, 2019) include:

1. Quality (quality) of work: that is, a standard that is set and produced in the form of outputs or work results in comparison with the volume or amount of work done, in its implementation the quality of a job can be measured through a certain value.
2. Quantity (quantity): that is, the amount of work done compared to quality, quantity is the standard of a measure of quantity that aims to compare between the volume of work done compared to the ability of work owned by employees, in the context of the quantity of work done is generally the type of work that has a predetermined target and time.
3. Time (term) is the length of work used to complete the work adjusted to factors such as company policies. Broadly speaking, punctuality in completing work is an important thing in determining the performance of the work that has been done, if the sooner a certain type of work is completed, the better the performance will be, but on the contrary, the slower the time needed for the completion of a job, the performance will also be not good.
4. Cost suppression is a measure of the costs incurred by the company during the course of the work activity. These costs usually have been budgeted at the beginning of the determination of work activity, one of the cost burdens is the cost of human resources. A skilled HR will be able to do one or more jobs at a time simultaneously so as to reduce the number of new employee recruitment so that cost efficiency can be achieved.

Supervision can be interpreted as a control function on a work activity carried out so as not to get out of the standards and procedures that have been set by the company, with the supervisory function, employees at work will be more responsible in completing their work so as to increase the effectiveness of the employee's performance itself.

The relationship between employees in the work environment is one of the important supporting aspects, a safe and comfortable atmosphere as well as cooperation and the existence of a positive attitude between fellow colleagues either in one department or with employees from other departments, and also between superiors and subordinates is believed to produce good performance of work activities as well.

Work Productivity

The definition of work productivity is the ratio of outputs (outputs) compared to the ratio of inputs (inputs) physically, high productivity can be produced through job training and determined through several activities to achieve objective goals or objectives such as comparison of employees with time, quality and control or control of results and the existence of facilities for employees at work (Narpati et al., 2021). The indicators used in measuring work productivity according to (Iswani, 2017) are:

1. Ability is the reliability or strong side that the worker has in completing the tasks given to him. The ability of an employee depends on the skills they have and their professionalism at work, this is what gives employees the power to complete the work that has been delegated to them;
2. Improving the achievement of results is a form of effort made by employees to try to improve the results achieved. Results are one of the things that can be felt both by those who do in this case are the employees themselves and those who enjoy the results of the work but are not directly involved in the work such as stakeholder factors;
3. The spirit of work is an effort to work better from day to day, this can be seen from the comparison of work ethic and the results achieved in one day compared to the previous day;
4. Self-development is a form of desire to develop the abilities possessed in accordance with the challenges of the work owned and the type of work faced, the greater the challenges that will be faced, the more self-development also needs to be done;

5. Quality is the result of work that can show the quality of work of an employee. So quality improvement has a clear goal to be able to provide the best work results which are then expected to be very useful for the company and for the employees themselves;
6. Efficiency is a form of comparison between the results achieved and the overall resources used in the form of inputs and outputs that will have a significant influence on employees in improving their work products.

Other factors in encouraging employee work productivity, one of which is influenced by work environment factors, in addition to work productivity, the employee's work commitment and the effectiveness of work carried out by employees are also factors influenced by the work environment, it can be concluded that by definition the work environment is everything around the workforce or employees and can affect them in carrying out work tasks that charged to him some parts of the work environment may include relationships between employees, a positive working atmosphere and the presence of work facilities that can support the completion of their work. (Prihantoro, 2012).

METHOD

The method used in this study is a quantitative method, by definition the quantitative method is a method based on the philosophy of positivism, generally used to examine the perceptions of a particular population or sample. Sampling techniques are generally carried out randomly, data collection using research instruments, quantitative data analysis or statistical-based data processing with the aim of testing hypotheses or conjectures that have previously been determined (Sugiyono, 2011).

This research method uses the SEM method, the SEM (Structural Equation Modeling) method is a useful method to test and analyze the cause-effect (causal) relationship between free variables and bound variables (Parashakti, Rizki and Saragih, 2016). For samples used in model testing using SEM is between 100 to 200 or depending on the number of parameters used in the entire latent variable. As for the sampling technique, it will use purposive sampling, this method was chosen because purposive sampling is a sampling technique where this research is not carried out by consensus but focuses on considering certain criteria made on objects that are in accordance with the initial purpose of the study (Andayani, 2019).

This study used an instrument in the form of a questionnaire that was distributed to employees at PT. Jamkrindo which is a main target of this study. Questionnaires are also an efficient data collection technique if researchers want to know more about the variables to be measured and know what the perceptions of the respondents are (Sina, 2013).

RESULT AND DISCUSSION

In order to strengthen the quality of human resources at PT. Jamkrindo by increasing employee work productivity, an evaluation of the leaders whether they have implemented a transformational leadership style or not, from the results of the distribution of questionnaires carried out to PT employees. Jamkrindo obtained the results that from most of the respondents who filled in were leaders, both branch leaders, service unit offices and regional leaders, the results of the number of respondents obtained were 303 employees with a male sample distribution of 206 people, and a female sample of 97 people, the overall results of the description of the respondent profiles who filled out the questionnaire were as in table 1 below:

Tabel 1. Respondent Profile Description

Category		No. of Respondent	Percentage (%)
Gender	Male	206	68.0
	Female	97	32.0
Age	20-30 years old	74	24.4
	31-40 years old	172	56.8
	41-50 years old	43	14.2
	above 50 years old	14	4.6
Last Education	Diploma (D3)	10	3.3
	SMA/SMK	14	4.6
	Strata 1 (S1)	241	79.5
	Strata 2 (S2)	37	12.2
	Strata 3 (S3)	1	3.3
Working Experiences	5-10 years	176	58.1
	above 10 years	82	27.1
	Under 5 years	45	14.9

Sources: Primary data by Author

The respondents of this study according to the categories in table 1 then filled out the questionnaire and after obtaining the results of the respondents, testing the validity and reliability were carried out, from the results of testing the validity of the questionnaire items using a α of 5% with the number of respondents as many as 303 respondents, a test was carried out by comparing the value of the calculated r with the value of the r table with the degree of freedom (df) of this study was $N-2$, namely 301 and the results can be said to be valid because the overall result on the corrected item total correlation (r calculation) shows a value greater than r table, which is 0.113. the criterion is said to be valid if the calculated value of r is greater than the r table of each statement item and is positive (Sina, 2013).

As for the reliability test, which is a tool for testing in measuring the reliability of each statement item on the questionnaire, it has criteria if a person's answer to the statement is consistent if the results obtained are greater than 0.90 from the test conducted, the results are obtained as in table 2 below:

Table 2. Reliability Tes Result

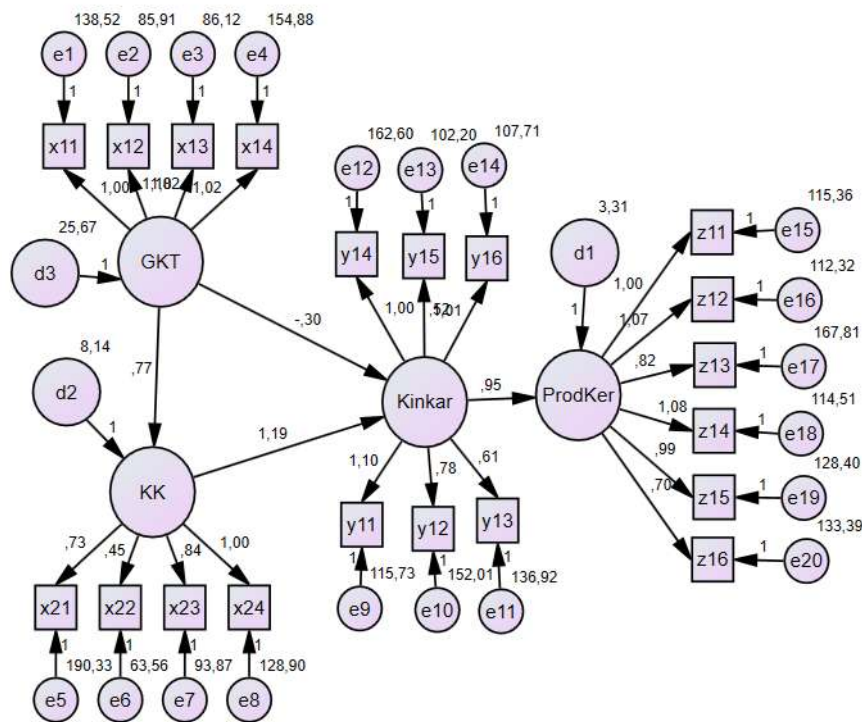
Cronbach's Alpha Score	Item Questionnaire
.966	40

Sources: Primary data by Author

The data in table 2 show the results of the reliability test on the questionnaire items used in this study. if from the data above, it is inferred from the four variables, namely transformational leadership, work commitment, employee performance and its effect on the work productivity variable has a perfect reliability value of 0.966. This is because the value of Cronbach's Alpha exceeds the specified limit of 0.90.

SEM testing is carried out as a form in testing statistical models that are usually used in the form of cause and effect modelling or as a multivariate analysis technique that is common and very useful and has various versions specialized in the number of other analysis methods as special cases. The SEM technique can also be used to assist researchers in determining whether a question or statement is valid or not and is also used to analyse patterns of relationships between dependent and independent variables directly. From the results of SEM testing in this examination by testing the relationship between variables from the research framework in figure 2 as follows:

Picture 2. Structural Equation Modeling (SEM)



Sources: Primary data by Author

The testing of this study was carried out based on the Critical Ratio (CR) value and the probability value of a relationship resulting from structural equation modelling (SEM) processing based on figure 2 above. The results of the relationship between the variables from figure 2 can be seen from table 3 as follows:

Table 3. Reliability Test Result

			Estimate
KK	<---	GKT	,808
Kinkar	<---	KK	1,252
Kinkar	<---	GKT	-,337
ProdKer	<---	Kinkar	,923
x11	<---	GKT	,395
x12	<---	GKT	,543
x13	<---	GKT	,486
x14	<---	GKT	,382
x24	<---	KK	,392
x23	<---	KK	,386
x22	<---	KK	,265
x21	<---	KK	,247
y14	<---	Kinkar	,338

			Estimate
y15	<---	Kinkar	,231
y16	<---	Kinkar	,407
y11	<---	Kinkar	,424
y12	<---	Kinkar	,279
y13	<---	Kinkar	,233
z11	<---	ProdKer	,403
z12	<---	ProdKer	,432
z13	<---	ProdKer	,288
z14	<---	ProdKer	,432
z15	<---	ProdKer	,382
z16	<---	ProdKer	,274

Sources: Primary data by Author

From the results of SEM testing and indicators of what variables have an effect as in table 3, the conclusions of the results are obtained to answer the problems of this study as follows:

Transformational Leadership Variables affect Work Commitment Variables

Leadership factors in PT. Jamkrindo in accordance with the responses that have been given by employees get the result that transformational leadership factors have been considered good for employees, especially leaders. The hope for employees is a leader who is able to be an example and role model for them in work, able to motivate them in work, willing to be a listener and can fight for their aspirations.

While there are several things that need to be addressed by the company, especially on the factor of individual attention from the leadership to their subordinates for some employees their leader is still considered unsatisfactory so that the leader needs to be more intense and pro-active in socializing to his subordinates in order to understand what his subordinates want, subordinates who work under good leadership are believed to have a good level of work commitment, especially can form the spirit of loyalty to the company, but if an employee works under pressure, it will cause their work productivity to also decrease.

Work Commitment Variables Affect Employee Performance Variables

The results of the test showed that the influence between these two variables was not significant, especially on the indicator of commitment, namely loyalty, this can be seen from their response that if there is a better opportunity then they will take the opportunity, in the modern industry employees are no longer as workers but also as assets so it is important for companies to strive to retain their employees, employees who have high loyalty will also indirectly affect the performance of the work they do. Therefore, companies need to intensify programs and evaluate the compensation system that has been owned.

Transformational Leadership Variables and Work Commitment Variables to Work Performance Variables

The relationship between these three variables that is of note is the less strong influence of the work commitment variable on employee performance and the lack of influence of the transformational leadership variable on the employee performance variable. The lack of strong relationship between the variables of work commission to performance is due to several things such as from the results of the questionnaire obtained that some employees are not satisfied with the performance appraisal system (KPI), some employees feel that the assessment they get is less objective so it is necessary to evaluate the evaluation system owned by the company.

Employee dissatisfaction will cause a disappointed attitude so that employees have a tendency to be disloyal to the company. In fact, one of the conditions that a company can develop good human

capital is if an individual has a high loyalty attitude to the company, in the form of an emotional bond with the company.

Transformational leadership variables do not have much influence on performance variables because, employees feel they are performing tasks and work due to the encouragement of needs such as personal needs, self and external environmental factors, this is the heavy task of leaders because they must often actively motivate and continue to encourage subordinates so that their performance and productivity can increase not only from the amount or volume of work done but also an improvement in the quality of work that should be better and also consistent.

The role of management at the upper level also needs to maintain their habits by conducting and briefing on the work done and motivating leaders at the middle level before delegating to the lower level management. On PT. Jamkrindo, which is a state-owned enterprise, needs to be more active in socializing AKHLAK culture to improve the quality of their human capital.

Employee Performance Variables affect work Productivity Variables.

Employee performance variables have been shown to have a significant positive effect on work productivity variables. This is stated by the results on the questionnaire, especially on indicators of work productivity variables such as ability, improvement of work achievement results, morale, self-development, quality and efficiency.

Some of the steps taken by PT. Jamkrindo such as conducting periodic training and training, socializing the company's vision and corporate culture, as well as evaluating and developing compensation schemes, both non-financial benefits and financial benefits, all of which are carried out to increase employee productivity to be more motivated to bring out their best abilities at work.

In future development in order to increase employee productivity, it may be necessary to carry out more intense trainings to follow the latest industrial trends, especially such as training to utilize technological equipment / information technology literacy to human resources owned by PT. Jamkrindo.

CONCLUSION

The conclusions from the results of the study that can be drawn from the tests that have been carried out are such as: transformational Leadership Variables affect the Work Commitment Variable, where leaders are pioneers in socializing work culture and encouraging their employees to be more active and improve the quality of the work they do.

The Variables of Work Commitment and Commitment affect the Employee Performance Variables, in this case work commitment is an agreement between the company and employees, if the expectations obtained by employees are in accordance with what they want then they will have a work commitment to the company, employees who are loyal to the company indirectly will also affect the effectiveness of the employee's performance itself.

Transformational Leadership Variables and Work Commitment Variables to Work Productivity Variables, companies need to make improvements to the evaluation system and be more active in getting closer to employees so that employees feel safe and comfortable at work, the obstacles and problems faced by employees must also be resolved properly in the form of cooperation between leaders and subordinates.

Employee Performance Variables in influencing work Productivity Variables. Good performance from employees will certainly affect work productivity, every employee is required to work effectively and efficiently, therefore it is important for leaders to be able to bring out the best potential possessed by employees in working and solving problems related to their respective fields of work.

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