

The Influence of Leadership on Contract Employee Performance is Mediated by Commitment Organization

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ABSTRAK

Pengelolaan Sumber Daya Manusia (SDM) memiliki pengaruh yang begitu penting dalam pengoptimalan berjalannya suatu perusahaan. Kepemimpinan dan komitmen organisasi merupakan beberapa faktor yang harus diperhatikan demi membentuk perilaku individu yang mampu meningkatkan produktifitas kinerja karyawan dan mencapai keberhasilan organisasi. Penelitian ini bertujuan untuk membuktikan pengaruh kepemimpinan terhadap kinerja karyawan dimediasi komitmen organisasi. Penelitian ini menggunakan jenis penelitian eksplanatory. Populasi dalam penelitian ini adalah sebanyak 83 karyawan kontrak CV. Jaya Prameswari. Teknik pengambilan sampel menggunakan teknik purposive sampling. Pengumpulan data menggunakan kuisisioner (angket). Analisis data yang digunakan dalam penelitian ini adalah analisis Partial Last Square (PLS). Hasil penelitian menunjukkan bahwa kepemimpinan berpengaruh positif signifikan terhadap kinerja karyawan. Komitmen organisasi mampu memoderasi pengaruh yang signifikan antara kepemimpinan terhadap kinerja karyawan dengan sifat pengaruh negatif

Kata Kunci : *Kepemimpinan, Kinerja Karyawan, Komitmen Organisasi*

ABSTRACT

Human Resource Management (HR) has a very important influence in optimizing the running of a company. Leadership and organizational commitment are several factors that must be considered in order to shape individual behavior that is able to increase employee performance productivity and achieve organizational success. This research aims to prove that the influence of leadership on employee performance is mediated by organizational commitment. This research uses explanatory research. The population in this study was 83 CV contract employees. Jaya Prameswari. The sampling technique uses purposive sampling technique. Data collection uses questionnaires. The data analysis used in this research is Partial Least Square (PLS) analysis. The research results show that leadership has a significant positive effect on employee performance. Organizational commitment is able to significantly moderate the influence of leadership on employee performance with negative influences

Keywords : *Leadership, Employee Performance, Organizational Commitment*

INTRODUCTION

Human Resources is an important factor and cannot be separated from a company. According to Kurniawati (2021), currently employees are not only viewed as resources, but are also viewed as an organizational or institutional asset. According to Rivai (2018), companies are influenced by the presence of human resources because HR has a strategic role in the company, namely implementing the running of the company, marketing, finance, production, administration and supervision. The quality and management of human resources will ultimately be a supporting factor for the company's failure and success in facing competition and achieving

company goals.

Employee performance aspects are aspects that support the company's success reach the goal. In order to achieve increased employee performance in the company, good leadership management is needed. Thoha (2011) states that by using leadership, leaders will be able to motivate and influence people perception subordinates, by guiding employees to job satisfaction, goal achievement, job satisfaction, working effectively, and task clarity. Leaders in organizing and managing a company certainly have their own style. Leadership style must receive attention from the company because

through this leadership style it can be seen how the leader guides his subordinates to reach improving company performance and goals.

Good employee performance influences the achievement of company goals and performance. It takes a long process so that the company is able to achieve company goals through improving employee performance, in this process a leader has a very important role. Leadership and employee performance are aspects that influence each other. This is supported by Robbins (2016) who defines leadership as the skill of influencing a group to achieve targets. Achievement of these targets is a reflection of employee performance. The good quality of employee performance and supported by company leaders who are capable of organizing and delegating tasks to employees means that previously set company goals can be achieved. This is in line with research by Priyatmo, Cornelius Ludi (2018) which revealed that transformational leadership has an influence on employee performance at work.

An employee who joins a company must have a sense of commitment within himself, this is important because in a company if its employees do not develop a sense of commitment it will be difficult for the company to achieve its predetermined goals. In accordance with the statement (Griffin and Moorhead (2014); in Yusuf & Syarif, 2018), stating organizational commitment is the bond that exists between a person and the organization, if a person is committed to the organization then he will consider himself a member of the organization or a true member of the company, and ignore the lack of dissatisfaction. In addition, Allen and Meyer (2013) express organizational commitment as a belief that binds employees to the organization where they work, shown by involvement at work, acceptance of the organization's goals and values, and loyalty.

Wijaya (2021) transformational leadership influences employee performance. Nugroho (2019) also stated that the transformational leadership style had a positive effect on the performance of contract employees at the construction services company PT. Jaya Construction MP. However, Murdianto (2022) said that transformational leadership has a negative effect on employee performance. Widjaja (2021) in his research obtained results that transactional and transformational leadership did not directly affect employee

performance. As a result, it needs to be mediated by motivation, job satisfaction and corporate culture in order to have an influence on employee performance. Through this, it can be seen that transformational leadership does not directly influence employee performance, but there needs to be mediation from the variables of work motivation, job satisfaction and company culture. Based on these differences in results, Murdianto (2022) suggested that future researchers could carry out research in other places on the same theme with the addition of other variables. This is done so that we can obtain research results that can be used as a comparison with previous research. On this basis, researchers are encouraged to carry out research with similar themes in different research locations, so that the research results can be used as a comparison with other research.

Research object on CV. Jaya Prameswari, which is a private company in the construction services sector. Activities in CV. Jaya Prameswari includes activities in the fields of civil construction, steel construction, civil construction and physical finishing work. Construction Services developed by CV. Jaya Prameswari includes building, residential, office, factory and industrial construction.

Seeing the current development of business and the economy which is increasingly rapid and increasingly increasing increase number of competitors in the same field, it has become a necessity for a CV. Jaya Prameswari is improving its services in various fields. Improvements in these various fields will not take place well if they are not supported by management Good human resources too. A decline in employee performance in a company can occur due to a lack of employee work motivation and the emergence of a feeling of boredom at work which is expected to be overcome through the application of transformational leadership in the company.

The implementation of transformational leadership that was not optimal ultimately resulted in a decline in performance also occurring at CV. Jaya Prameswari. Problems related to transformational leadership style at CV. Jaya Prameswari was found to be a leader who still does not listen attentively to input from subordinates, apart from that, subordinates also still feel that leaders still do not pay enough attention to employee needs. This can make employees feel less cared for, which has an impact on employee performance. In initial

research conducted at CV. Jaya Prameswari found that there was a tendency to decrease employee performance at CV. Jaya Prameswari can be proven by the existence of work projects that are considered not good by clients. Quality and client assessment certainly have important values in the construction services business. In order not to cause disappointment to clients, CV. Jaya Prameswari provided improvements to the work project which was considered not good. If the improvements caused by the decline in employee performance continue, it will be difficult for CV. Jaya Prameswari to achieve company goals. The decline in employee performance can also be seen from the comparison of the number of rejected jobs from 2021 to 2022.

Based on the data obtained that between 2021 and 2022 there has indeed been an increase and decrease in the completion of work projects at CV. Jaya Prameswari. If we observe further, the level of projects experiencing improvement in 2021 is less compared to 2022. Based on this fact, the researchers conducted an in-depth study of the source of the problem and conducted an initial survey of 8 foremen or *foreman* field. This was done to explore the causes of improvements in several projects in the field. From survey It can be seen that the biggest cause of improvements in projects in the field is in terms of contract employees or field workers. Researchers also conducted short interviews with foremen at CV. Jaya Prameswari regarding the problem of declining performance which is marked by an increase in projects undergoing improvement in 2022.

The results of the interview revealed that there had indeed been a decline in the performance of contract employees at CV. Jaya Prameswari. One of the factors causing this decline in performance is leadership attitudes which are felt to be starting to change. An example of this change in leadership is the decreasing presence of internal leaders *briefing* carried out by the field team together with all contract employees. So the leader does not know in more depth about the problems that occur in the project, the opinions of the field team, and work needs in the field. Apart from that, this decrease in performance was also caused by a decrease in the motivation of contract employees to work. This can be seen from the decreasing level of absenteeism for several workers. Because contract employees work on project work as a team, if there are people in one team

who are absent, this will reduce the timeliness of completing the project.

As for the problem regarding organizational commitment contained in CV. Jaya Prameswari is the low level of organizational commitment among contract employees or CV field workers. Jaya Prameswari towards the company. This low organizational commitment is characterized by a reduced sense of responsibility for the work of contract employees, a low sense of responsibility ownership contract employees at the company, and lack of motivation in contract employees. Lack of employee motivation is characterized by a lack of enthusiasm for work, and frequent misunderstandings or miscommunication between workers and superiors, as well as the emergence of dissatisfaction with superiors' attitudes.

LITERATURE REVIEW

Transformational Leadership

Burns, (1978) in Adamy (2018) transformational leadership is a process of leaders and subordinates alike bringing motivation and morality to a higher level. A leader seeks to change his followers' awareness of goals and values, for example peace, equality, humanity and justice, not based on emotions such as hatred, jealousy and fear.

Robbins & Judge (2016) define transformational leadership as a leader who can inspire his followers to put aside personal interests in order to achieve organizational benefits. Robbin & Judge (2016), also explained that generally transformational leaders work more effectively because they have high creativity and have the skills to encourage their followers to be creative just like the leader does.

Employee performance

Wirawan, (2019) explains that performance is output resulting from indicators or functions of a job at a certain time. In this context, work is defined as activities to create and something that requires certain skills and energy, such as manual workers. Examples include barbers, household assistants, bus drivers, and others.

Mathis and Jackson (2015) define employee performance as employee activities which are influenced by motivation, ability, support, employee relationships with the company, job existence.

Organizational Commitment

Organizational commitment is the extent to which employees accept and believe in the organization's goals, and have the desire to always be with the organization or even ultimately leave the company which can be seen in employee turnover and attendance figures (Mathis et al, 2021).

Dessler (2019) defines organizational commitment as belief in the mission of the organization, feeling involved in the tasks in the organization, love and loyalty to the organization as a place to work and for the survival of one's life.

Transformational Leadership and Employee Performance

Lensuflie (2010:81) transformational leadership has change goals. According to (Barling et al, 1996; Dvir et al, 2002) states that transformational leaders always hone their subordinates, causing commitment and performance to increase. Meanwhile, previous research conducted by Nugroho (2019), transformational leadership style has a positive effect on employee performance. Wijaya (2021) in his research found that transformational leadership had a significant effect on employee performance. Meanwhile Murdianto (2022) revealed that transformational leadership has a significant negative effect on employee performance.

Transformational Leadership and Organizational Commitment

In previous research conducted by Dewi, et al (2019) stated that transformational leadership has an influence positive on organizational commitment. Another research conducted by Pratiwi, et al (2023) found that transformational leadership was directly able to increase organizational commitment.

Employee Performance and Organizational Commitment

Rivai (2018) stated that employee commitment to the organization also causes increased employee and organizational performance. This is in line with research by Rudi and Handayani, (2020) which revealed that there is a positive influence of organizational commitment on employee performance. Meanwhile, Saputra's research (2020) shows organizational commitment indirectly significant negative

effect on employee performance.

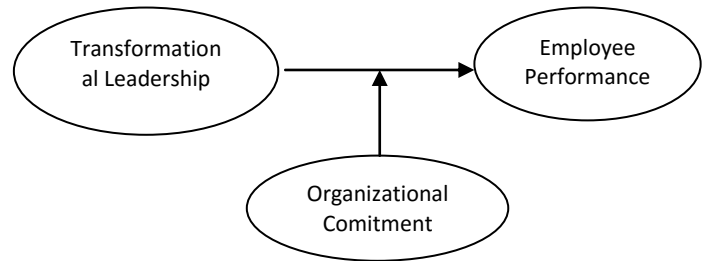


Figure 1. Research Model

METHODS

This research is a quantitative research approach *eksplanatory research* namely a type of research with the aim of testing hypotheses between variables. Research was conducted on CV. Jaya Prameswari with a total of 110 employees, the criteria for employees who are respondents are having a high school/equivalent education, aged 17 – 57 years, and have been contract employees for at least 6 months, so the target population in this research is 83 respondents. Data was collected directly by researchers using a questionnaire, where data analyzed using analytical techniques *partial least square (PLS)* with the SmartPLS application.

RESULTS AND DISCUSSION

Measurement Model Testing

Outer model or the measurement model describes the relationship between the indicator block and the latent variable. *Outer model* is a measurement model to assess the validity and reliability of the model

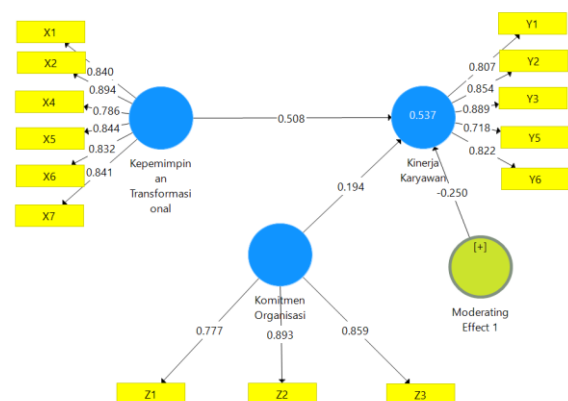


Figure 2. Outer Model Test Results

Convergent Validity

Validity tests are carried out to find out how

well the instrument is able to measure what it wants to measure. If the correlation is greater than 0.70, the reflective measure is considered high relative to the measurement construct (Hair et al., 2017). The Convergent Validity Test can see that the output from SmartPLS contains values for factor loadings (more than 0.7) and Average Variance Extracted (AVE) (more than 0.5).

Table 1. Convergent Validity

| Variable | Code | Outer Loading | AVE |
|-----------------------------|-------|---------------|-------|
| Transformational Leadership | X1 | 0.840 | 0.705 |
| | X2 | 0.894 | |
| | X4 | 0.786 | |
| | X5 | 0.844 | |
| | X6 | 0.832 | |
| | X7 | 0.841 | |
| | Y1 | 0.807 | |
| Y2 | 0.854 | | |
| Y3 | 0.889 | | |
| Y5 | 0.718 | | |
| Y6 | 0.822 | | |
| Y6 | 0.822 | | |
| Organizational Commitment | Z1 | 0.777 | 0.714 |
| | Z2 | 0.893 | |
| | Z3 | 0.859 | |

Discriminant Validity

Discriminant validity is defined as the extent to which a variable stands independently of other variables in the research model. Discriminant validity in this study was measured by looking at the HTMT value. HTMT is the ratio of correlation between traits to correlation within traits. HTMT is the average of all indicator correlations across constructs measuring different constructs (i.e., heterotrait-heteromethod correlations) relative to the (geometric) mean of the mean correlations of indicators measuring the same construct (Hair et al., 2017). If the value in the table shows a value below 0.90 then it can be said to be valid.

Table 2. Discriminant Validity

| Variable | KT | KK | IS |
|-----------------------------|-------|-------|----|
| Transformational Leadership | | | |
| Employee performance | 0.717 | | |
| Organizational Commitment | 0.398 | 0.394 | |

Reliability

Reliability testing will be carried out next. A reliability test is run to measure how

accurate and consistent the responses are. When value *Cronbach Alpha* a construct (variable) is more than 0.6, then the construct is considered reliable (Hair et al., 2017). The results of the reliability test from this research can be seen in table 4.12 below.

Table 3. Reliability

| Variable | Cronbach's Alpha | Composite Reliability |
|-----------------------------|------------------|-----------------------|
| Employee performance | 0.878 | 0.911 |
| Organizational Commitment | 0.821 | 0.882 |
| Transformational Leadership | 0.916 | 0.935 |

Structural Model Testing

The structural model or inner model which is based on the core theory describes the cause and effect relationship between latent variables.

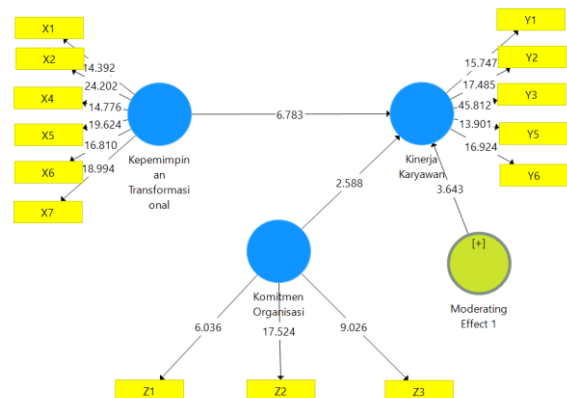


Figure 3. Inner Model Test Results

R Square

The amount of variance in how the independent variable affects the dependent variable is measured by the R value². The better the prediction model of the proposed research model, the higher the R value² his. The R Square value for this research is as follows.

Table 4. R Square Test Results

| Variable | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Employee performance | 0.537 | 0.519 |

The R square test results in table 6 show that the R square value is 0.537, which means that 53% of the transformational leadership variables have an influence on employee

performance. Meanwhile, the remaining 47% is influenced by other variables outside this research.

Q Square

Test *Predictive relevance* is a test carried out to show how good the observation value is produced using the blindfolding procedure by looking at the value *Q square*. As relative measures of predictive relevance, values of 0.02, 0.15, and 0.35 indicate that the exogenous construct has small, medium, or large predictive relevance, respectively.

Table 5. Q Square Test Results

| Variable | Q Square |
|----------------------|----------|
| Employee performance | 0.332 |

Table 7 shows that the relevance predictive ability of the employee performance variable is 0.332 which is greater than 0.15 so it can be classified as having moderate predictive ability.

Hypothesis Testing

By testing the p-value based on the test results on Smartpls, hypothesis testing is carried out. To compare the p value with 0.05, this study used an alpha value of 5%. The output of the research model for hypothesis testing is shown below.

Table 6 Hypothesis Test Results

| Hypo thesis | | Original Sample | T Stat | P Values |
|-------------|---|-----------------|--------|----------|
| H1 | Transformational L -> Employee Performance | 0.508 | 6.762 | 0.000 |
| H2 | Moderating Effect 1 -> Employee Performance | -0.250 | 3.524 | 0.000 |

Transformational leadership has a significant influence on employee performance with a positive influence because the p value of 0.000 is below the alpha of 0.05 and the statistical t value of 6.762 is on t table 1.96. In hypothesis testing it can be said to be significant if the t-statistic value is greater than 1.96, while the t-statistic value is less than 1.96 so it is considered not significant (Ghozali, 2016).

Organizational commitment is able to significantly moderate the influence of transformational leadership on employee

performance with a negative influence because it has an original sample value of -0.250, a p value of 0.000 which is below alpha 0.05 and a statistical t value of 3.524 is on t table 1.66

Discussion

Hypothesis 1 in this study tests the effect of transformational leadership on employee performance in employees who work at CV. Jaya Prameswari. Based on the results of *inner model*, it is known that transformational leadership (X) has a significant influence on employee performance (Y). This can be seen from the path coefficient value 0.508, t statistic of 6.762 with *p-value* 0.000 is still below 0.05, so it is said to have a significant positive effect. Therefore, the higher the transformational leadership, the higher the employee performance will be. Likewise, if transformational leadership is low, employee performance will also be lower.

These results are in accordance with the conditions or phenomena that occur in CV. Jaya Prameswari that leaders always provide inspiration and motivation to employees to achieve results that are greater than planned. Head of CV. Jaya Prameswari does not just influence its employees to achieve the desired goals, but more than that it intends to change the attitudes and basic values of its employees through empowerment. This was done by the CV leadership. Jaya Prameswari because she wants to increase her self-confidence to continue making changes. The application of transformational leadership is increasingly being implemented at CV. Jaya Prameswari will certainly be able to improve employee performance in the company.

To create good performance, a leadership style is needed. Leadership style is defined as the way a leader influences his followers (Ardana et al, 2012: 181). Nawawi (2006: 168) states that transformational leadership is a leadership with an approach that seeks to change awareness, provide enthusiasm, inspire subordinates to be able to unleash their abilities in order to achieve organizational goals without any coercion or pressure. Transformational leadership has an important role in a company, especially in improving its performance. One of the factors that influences the formation of employee performance is transformational leadership (Cahyono et al, 2014).

The results of this research are in line with research conducted by Wijaya (2021)

which states that transformational leadership has a significant effect on employee performance. Robbins & Judge (2016) define transformational leadership as a leader who can inspire his followers to put aside personal interests in order to achieve organizational benefits. Thus, when the leader at CV. Jaya Prameswari applies a transformational leadership style so that the leader can provide inspiration to his followers who can then motivate employees. The motivation that employees have will certainly make employees enthusiastic about working which in the end will increase the employee's performance.

Hypothesis 2 in this study tests the effect of transformational leadership on employee performance in employees who work at CV. Jaya Prameswari which is moderated by organizational commitment. Based on the results of the inner model, it is known that the influence of transformational leadership on performance is moderated by organizational commitment as indicated by the original sample value of -0.250, the p value of 0.000 is below the alpha of 0.05 and the statistical t value is 3.524, thus indicating that the influence of transformational leadership on employee performance is moderated. by organizational commitment is significantly negative.

From the research results above, it can be seen that organizational commitment is unable to mediate the influence of transformational leadership on employee performance. When employee organizational commitment increases, the strength of the influence of transformational leadership on employee performance will decrease. Conditions that occur at CV. Jaya Prameswari stated that the influence of leaders who always motivate and inspire their employees to achieve the desired goals has more influence in improving employee performance.

Murdianto (2022) revealed that transformational leadership has a significant negative effect on employee performance. The results of this research show that when employees have organizational commitment, the magnitude of the influence of transformational leadership on employee performance will decrease

CONCLUSION

Based on the results of the analysis explained in the previous chapter, the influence of transformational leadership on employee performance is mediated by organizational

commitment. The research results show that there is a significant influence between transformational leadership on employee performance and the nature of positive influence. The better the transformational leadership carried out in the company, the more it can improve employee performance. Likewise, if the leadership in the company is bad, the performance of the employees in the company will be bad. The research results also show that organizational commitment is able to significantly moderate the influence of transformational leadership on employee performance with negative influences. If the leader at CV. Jaya Prameswari can adopt and improve a transformational leadership style so that employee performance can increase. For further research, this research can be used as a reference and can be developed by adding other variables, for example transactional leadership to improve employee performance and selecting objects in companies in the service sector to add to a broader discussion.

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