

## The Role of Organizational Culture, Rewards, and Leadership Models to Employee Work Commitment

**Ikhsan Amar Jusman**

Sekolah Tinggi Ilmu Ekonomi YPUP

**ABSTRAK:** Employees committed to their jobs want to keep on as members of the organization. Therefore, to develop an organization, various aspects must be considered to create work commitment. The impact of organizational culture, compensation, and leadership models on work commitment is investigated in this study. This research uses multiple regression analysis to do a quantitative descriptive analysis. A simple random sample was used in this study, which included 73 employees from PT Bussan Auto Finance. The data was analysed using multiple linear regression analysis method. The results partially show that organizational culture has a significant positive effect on employee work commitment, rewards significantly affect employee work commitment, and the leadership model has a significant positive effect on employee work commitment. Simultaneously, organizational culture, rewards, and leadership models significantly affect employee work commitment.

**Keywords:** organizational culture, reward, leadership, work commitment

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**Corresponding Author:** [ikhsanamar@stie.ypup.ac.id](mailto:ikhsanamar@stie.ypup.ac.id)

## INTRODUCTION

Human resource management carried out by the organization can affect whether or not the organization's goals are achieved so that human resources are the most valuable assets owned by the company because they have an important role in determining the company's fate in the future. The organization's role is needed to form employee commitment, and organizations are required to be able to provide support to their employees (Wibawa & Putra, 2018). Employees who have organizational commitment are able to identify their involvement in the organization (Shanty & Mayangsari, 2019).

Competition in today's global era is getting tougher, supported by increasingly rapid developments in technology and information, requiring organizations to adapt to changes in the business environment immediately. Whether an organization is superior or not in the competition depends on how the organization adapts to change and produces a performance that meets customer expectations. There are many ways that organizations can do to create a competitive advantage, but basically, the primary key to competitive advantage is the quality of human resources (Septyandini, 2019).

One of the efforts to respond to developments in the era of technological development or the digital era as it is today is to adopt information technology, both to handle management and services for all company employees. Because having the ability in the field of information technology will develop opportunities for existence in the face of competitive market competition. The use of information technology helps companies convey information related to savings and loan bills, employee registration and others. In addition, information technology can help employees control performance and work efficiency (Putri et al., 2021)

The importance of having quality human resources for companies is expected to work optimally in gathering and mobilizing other resources needed to capture business opportunities, especially in facing a society that has gone digital as it is today (Anwar, 2021). In addition, another important role in developing the company is the work commitment of employees. Organizational commitment reflects how employees recognize the organization and are linked to its objectives. This is an important work attitude since devoted employees are expected to demonstrate their willingness to work more to meet corporate objectives and make a more significant impact. Willingness to keep working in an organization (Urinov, 2020). Work commitment is a reliable and trustworthy personal characteristic (Lorenzon & Beck Filho, 2019). High employee work commitment will maintain and increase organizational commitment, and it will also make it easier to coordinate all lines from managers to employees.

The organizational commitment that is appropriately implemented can maintain the company's direction to stay on track in achieving organizational goals. Strong organizational commitment also reflects a healthy internal condition. Several research results, such as those conducted (Simatupang et al., 2018), (Hati, 2020) and (Yunita & Nainggolan, 2021), show that supervisor-level employees who already have strong attachments to the organization have no desire to move to another company. However, staff-level employees who do not

yet have a solid attachment to the organization still desire to move to another company. This means that if the organizational commitment is getting stronger, the employee turnover rate will be lower so that the organization will not be confused by employee recruitment because of the high turnover rate in the organization. To reduce the turnover rate or often known as the rate of entry and exit of employees working in the organization, and maintain and increase organizational commitment, it must be supported by the mindset of responsible, loyal and reliable (Firdaus, 2017). The criteria for human resources are characteristics of employees who are responsible for the work that has been carried out. Workers responsible for carrying out their work will be able to run by organizational goals.

Employees who are highly dedicated and responsible for their work or have work commitments are valuable assets. High work commitment makes employees better able to recognize their work to have a positive impact on the organization where employees work (Hariani et al., 2019). In other words, employees who have a high work commitment have a strong psychological and physical attachment to their work. People who are committed are expected to demonstrate their availability to work more to achieve organizational goals and a stronger willingness to remain employed by the company in which they work (Schermerhorn Jr et al., 2011). The rapid growth of work commitment can help employees adjust to the growth of work commitment through its leadership, an adequately managed organizational culture, and the rewards given to employees.

PT Bussan Auto Finance is a Makassar-based company that specializes in auto financing. It is a joint venture company between PT Danamon Sanggrahan, Mitsui and Yamaha, which focuses on financing new Yamaha motorcycles. Bussan Auto Finance has a motto that is fast, light, and reliable service for motorcycle loan financing. One of the most typical problems in the industry in the workplace is employee turnover.

This employee turnover was triggered by the development of digitalization implemented by the leadership for the company's progress, so that employee turnover occurred because some were unable to participate in the digitization program, the inability of employees to adapt to the policies resulted in a turnover. This one illustrates the lack of work commitment of employees at PT Bussan Auto Finance to improve their competence. PT Bussan Auto Finance needs the support of employees who have a high commitment to maintaining the sustainability and development of the company in the future.

Based on the underlying phenomenon and the theories presented above, this research was conducted to analyze the effect of employee responses on organizational culture, rewards and leadership model on the work commitment of PT Bussan Auto Finance employees in Makassar City.

## LITERATURE REVIEW

### *Organizational Culture*

Organizational culture is a philosophy based on a view of life as values that become traits, habits, and drivers cultivated in a group and are reflected in attitudes into behaviours, ideas, opinions, views, and actions that manifest as work (Muis et al. ., 2018). Organizational culture is also closely related to employee empowerment in an organization. Organizational culture can help employee performance because it creates a significant level of motivation for employees to give their best ability to take advantage of the opportunities provided by their organization (Amanda et al., 2017).

Organizational culture is the philosophy, ideology, values, assumptions, beliefs, expectations, norms, and attitudes shared and binding by a group (Achsa & Djastuti, 2012). Meanwhile, according to (Zu et al., 2010), Organizational culture is the values, principles, traditions, and ways of working that are shared, trusted by all employees of the organization and influence how they act. In addition, the system of shared meaning adopted by each employee distinguishes an organization from other organizations. Another opinion, according to Umam (2010), another opinion is that organizational culture is a value system that is believed, can be learned, applied, and developed sustainably. Organizational culture can be used as a unifying identity, image, development that is different from other organizations that can be learned and passed on to the next generation, as well as a reference for individual behaviour in the organization in achieving a specific goal (Lubis & Hanum, 2020).

A value system is obtained and developed by the organization and its founder's habits and basic philosophies, which are formed into rules that are used as guidelines for thinking and acting in achieving organizational goals. A culture that grows strong can spur the organization towards better development (Robbins in Heryanti, 2007). Organizational culture to change the attitudes and behaviour of existing human resources to increase work productivity and face various future challenges (Arianty, 2015).

The organization's basic principles are the foundation of a thriving culture. upheld and shared. The more employees accept core values and the greater their commitment to those values, the stronger the culture will be. Thus a strong culture will have a significant influence on the behaviour of its employees because the high level of togetherness and intensity creates an internal atmosphere in the form of high behavioural control (Lubis & Hanum, 2020).

### *Reward*

Rewards become motivators or impetus for employees to perform optimally. The ideal award should guarantee that good performance will get great results (Martono et al., 2018). According to (Fajar et al., 2018), rewards are divided into two senses, namely: intrinsic rewards or intrinsic rewards and extrinsic rewards or extrinsic rewards. Rewards by employee expectations will be a motivation to increase work commitment. High work commitment will support high loyalty. Conversely, low work commitment will increase employee turnover rates.

Rewards for employees consist of intrinsic rewards in the form of employee recognition programs and extrinsic rewards in the form of a compensation system. Employee recognition programs range from spontaneous and personal "thank you" to formal, widely publicized programs. The types of rewards that workers can receive are quite varied, intended to fulfil employee commitments and create employee performance (Ferdinand & Satibi, 2021).

The most attractive reward for employees is money because it can be used to buy items needed by each individual. Rewards are used to maintain employee work commitment to remain stable and increase. This explanation is supported by the theory of social exchange, where every relationship will always consider the advantages and disadvantages; most relationships are motivated to maximize rewards so that participants can evaluate the relationship to be more meaningful (Perkins & Jones, 2020).

### *Leadership Models*

Leadership is a fundamental component of leadership theory itself. Effective leadership model can be classified into two points of view, namely institutional structure and consideration. The institutional structure is structured to obtain interaction between leaders and groups and see how leaders organize group activities to achieve organizational goals. Leadership is a process of influencing organizational determination, encouraging organizational employee behaviour to achieve goals, and improving group and organizational culture (Atmaja, 2018).

One leadership model model is the situational leadership model of Harsyer and Blancard (Model of Situational Leadership). This leadership model emphasizes the actual situation or better known as situational leadership, which is a leadership theory that pays more attention to employees. Harsher and Blancard's Situational Leadership Theory is divided into four specific leadership behaviours: telling, selling, participating, and delegating (Mattalatta, 2019). The situational leadership model approach is more focused on followers or employees in the organization. The leadership model aims to encourage work passion, job satisfaction, and high employee productivity to achieve maximum organizational goals. This is in line with Fiedler finding that task-oriented leaders are more effective in low and moderate control situations (Al Shehri & Al-Mekhlafi, 2019).

### *Employee Work Commitment*

Commitment is also assumed to reflect the impact of conformity between the individual and the organization. Work experience that is by the individual's values or can meet individual needs and preferences will be a reinforcement for the individual, affecting commitment to the organization (Lubis & Hanum, 2020). Efforts to build commitment are described as efforts to establish long-term relationships. Individuals committed to the organization are more likely to remain in the organization than individuals who are not committed. Those who have high commitment tend to show high involvement, manifested in attitudes and behaviour (Schermerhorn Jr et al., 2011).

Employee commitment is an attempt to involve themselves in the company and not leave it. When employees are more engaged and engaged with work, it means they are more committed to their work, and it implies that employees are

satisfied with a job in an organization (Setiawan et al., 2018). Behaviour and commitment themselves also affect a person's performance at work. Commitment is seen as necessary in an organization or company because with high commitment, and an employee will show a professional attitude and uphold the values mutually agreed upon, focusing on the values and attitudes possessed by employees. Because the company believes that without high employee commitment, the company will not be successful (Labrague et al., 2018)

**Hypothesis**

- 1) Organizational culture has a significant effect on employee work commitment.
- 2) Rewards have a significant effect on employee work commitment.
- 3) Leadership model has a significant effect on employee work commitment.
- 4) Organizational culture, rewards, and leadership model simultaneously have a significant effect on employee work commitment

**METHODOLOGY**

This research was conducted at PT Bussan Auto Finance in Makassar City. The data analysis technique used was descriptive qualitative analysis, with the type of research being explanatory research. The data used in this research is primary data. The primary data used in this research is data obtained from respondents using questionnaires and data from interviews from other sources. The population in this study were employees of PT Bussan Auto Finance, totalling 113 people. By using the Slovin formula, a sample of 73 people was obtained. The sampling process uses simple random sampling. The questionnaire used to collect data contains statements to obtain responses. The data analysis method used to determine the effect of organizational culture, rewards and leadership model on employee work commitment either partially or simultaneously is multiple linear regression using the SPSS version 24 statistical application.

**RESULT**

Table 1. Characteristics of Respondents by Gender and Age

<b>Gender</b>	<b>Employees</b>	<b>Percentage</b>
Male	42	52%
Female	31	48%
<b>Total</b>	<b>73</b>	<b>100%</b>
<b>Age (years)</b>		
20 - 25	10	37%
26 - 30	36	45%
31 - 35	28	18%
<b>Total</b>	<b>73</b>	<b>100%</b>

Source: PT. Bussan Auto Finance

Based on table 1 shows the number of workers at PT. Bussan Auto Finance, which is male, has a sufficient portion of 42 people with a percentage of 52 per cent. When compared with women, only 31 people were found with a percentage. In addition, in terms of age, 45 per cent was donated by employees between the ages of 26-30 years. The lowest rate is at the age of 31-35 years which only has a share of 18 per cent.

### Reliability Test

Based on the calculations using SPSS, the results are shown in Table 2.

Table 2. Reliability Test

Variable	Cronbach' Alpha	Status
Organizational Culture	0,826	Reliability
Reward	0,873	Reliability
Leadership Model	0,769	Reliability
Work Commitment	0,812	Reliability

source: SPSS

Based on the reliability test of Organizational Culture (X1), it can be seen that the value of Cronbach's alpha is 0.826, with the statement being declared valid. From the reward reliability test (X2), it can be seen that Cronbach's alpha value is 0.873, with the information being declared valid. From the leadership model reliability test (X3), it can be seen that Cronbach's alpha value is 0.769, with the statement being declared valid. From the work commitment reliability test (Y), it can be seen that Cronbach's alpha value is 0.812, with the information being declared reliable and valid.

### Multiple Linear Analysis

Based on the calculations using SPSS, the results are shown in Table 3.

Table 3. Multiple Linear Analysis

Coefficient <sup>b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.732	.812		10.762	.000
Organizational Culture	.428	.029	.319	1.662	.000
Reward	.514	.047	.489	2.847	.000
Leadership Model	.497	.043	.337	1.319	.000

a. Dependent Variable: Work commitment

Source: SPSS Results

Table 3 shows that each independent variable, namely organizational culture (X1), reward (X2), and leadership model (X3), has a significant influence on the dependent variable of work commitment (Y). From the calculation results in Table 3, the resulting regression equation is  $Y = 5.732 + 0.428 (X1) + 0.514 (X2) + 0.497 (X3)$ . The results of the calculation of Table 3 with the previous multiple linear regression equation models show an influence of organizational culture, reward and leadership model variables as independent variables on employee work commitment as the dependent variable. By doing the t-test, the first, second and third hypotheses state that organizational culture, rewards and leadership model have a significant effect partially on the work commitment of employees of PT. Bussan Auto Finance can be proven true.

Table 4. Simultaneous Test (F Test)

ANOVA <sup>a</sup>
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Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	22.579	3	7.348	10.693	.000 <sup>b</sup>
Residual	5.946	72	665		
Total	9.368	76			

a. Dependent Variable: work commitment

b. Predictors: (Constant), organizational culture, rewards, leadership

Source: SPSS

As a support of the results of the research hypothesis testing, an F test was carried out. This F test was carried out from the results of the data calculations in Table 4, and it can be seen that the calculated F value was 10,693 with a probability of 0.000. This means that at the absolute level = 0.05, it can be said that the variable cultural organization, reward, and leadership model have a significant influence on work commitment.

Table 5. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372	.726	.763	3.951

a. Predictors: (Constant), organizational culture, rewards, leadership model

Source: SPSS

Based on the calculation results in Table 5, the R coefficient of 0.372 indicates a reasonably strong relationship between the independent and dependent variables. The determinant coefficient (R<sup>2</sup>) of 0.726 and adjusted R squared of 0.763 indicates that this multiple regression model, whose independent variables consist of organizational culture, rewards, and leadership model, has contributed 72.6 per cent to the formation of the dependent variable, namely the work commitment of PT. Bussan Auto Finance, while other variables determine the remaining 27.4 per cent.

## DISCUSSION

The results of this study indicate that organizational culture has a significant effect on employee work commitment. This is in line with research (Achsa & Djastuti, 2012), (Arianty, 2015), (Muis et al., 2018), (Amanda et al., 2017), and (Septyandini, 2019), which conclude that organizational culture has a role in important in creating work commitment to employees so that employees will be more active to work to achieve the goals set by the company. The same thing was also stated by (Wibawa & Putra, 2018) and (Shanty & Mayangsari, 2019).

Meanwhile, the reward also shows the same result; apart from having a significant effect on work commitment, it also has a dominant effect. This means that the work commitment of employees can be more optimal if followed by the provision of rewards that are by the achievements achieved by employees. This supports research (Harkat, 2014), (Kusumawardani, 2018), (Mahendra & Subudi, 2019), and (Kustiani et al., 2021); where the provision of good rewards and supports organizational commitment will have an impact on increasing the

performance of the section head which in turn will ultimately increase the competitiveness of the company.

In addition, leadership model has a significant influence on employee work commitment. Therefore, the leadership model variable needs to be considered, considering the different ages of employees, namely teenagers, seniors and quiet seniors. There is a tendency that leadership model still needs to be improved, which means suppressing negative emotions, such as high uncontrollable emotional power, daydreaming or high imagination without being accompanied by reality in acting, this will affect and hinder in carrying out the work, which in turn will affect commitment employee work. In addition, what needs to be improved is a positive situational leadership model, namely training yourself to control excessive emotions and daydreaming coupled with reality in acting. This kind of thing will have a positive impact in carrying out its work as research (Firdaus, 2017), (Simatupang et al., 2018), (Septyandini, 2019), and (Yunita & Nainggolan, 2021); the results of this study show that situational leadership model has a positive and significant effect on employee work commitment.

From the results of the analysis of this study, it shows that the coefficient of multiple determination (R square) of 0.726 means that employee work commitment, 72.6 per cent, are influenced by organizational culture, reward, and leadership models. In contrast, the remaining 27.4 per cent is influenced by other variables. not included in this research model may be the leadership's ability to manage the organization, the ability of employees to carry out their duties, family conditions, leadership attitudes towards subordinates, existing infrastructure and so on. This is understandable because the work commitment of employees, in general, is not only influenced by organizational culture, giving rewards and leadership models. Based on the description above, it is necessary to have maximum thoughts and efforts to improve employee performance, which can be providing rewards for outstanding employees and punishment for those who do not work well.

Therefore, PT Bussan Auto Finance is advised to pay attention to several things, namely the issue of rewards, leadership model and the quality of human resources. The point of employee rewards needs attention because employees will welcome the leadership's policy to provide rewards or gifts. This reward is expected to offer an innovative alternative solution to the problems that occur in the organization, namely reducing the turnover rate for employees. Giving rewards to employees is expected to reduce or even no employee turnover because both the salary and rewards received are by the work done, which will have a significant effect on the work commitment of PT Bussan Auto Finance employees in Makassar City.

In addition to giving rewards, leaders are expected to apply a situational leadership model. This is because the situational model is a leadership model or model that is highly expected by employees, namely at specific times using a severe model and utilising a family model or type but still using suitable leadership corridors. In addition to the above, the leadership of PT Bussan Auto Finance should try to improve the quality of its employees in several ways, including employees need to improve their education, take courses to deepen IT,

participate in seminars, attend training or workshops and be invited to comparative studies with other companies so that employees can increase their knowledge so that they can improve their performance.

## CONCLUSION AND SUGGESTION

The results of the analysis and discussion in this study conclude that partially: Organizational culture has a significant positive effect on employee work commitment. Rewards have a significant positive impact on employee work commitment. Leadership model has a significant positive impact on employee work commitment. simultaneously, organizational culture, rewards, and leadership model significantly affect employee work commitment.

Any suggestions that are recommended:

- 1) Giving rewards to employees is expected to reduce or even no turnover because the salary and rewards received are considered adequate compared to the work done; and
- 2) it is expected that the leader applies a situational leadership model; this is because the situational model is a leadership model or model that is highly expected by employees, which at certain times uses a severe model, and at certain times also uses a family model or type but still uses good leadership corridor;

## ADVANCED RESEARCH

The author hopes that in future research, use a more systematic approach. In addition, it is necessary to add other variables to provide more concrete and varied findings. It is also required to use another approach model that can be used to compare with different research results.

## NOTE

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