

# Determination of Ex Officio Leadership, Organizational Culture, Loyalty, and Organizational Commitment towards Job Satisfaction through Career Path in Batam Employee Agency Employees

Ihram Bani Syukur<sup>1</sup>, Chablullah Wibisono<sup>2,\*</sup> , Indrayani<sup>2</sup>, Bambang Satriawan<sup>3</sup>, Nolla Puspita Dewi<sup>3</sup>

<sup>1</sup> Doctoral Program of Management, Batam University, Batam, Indonesia

<sup>2</sup> Department of Management, Batam University, Batam, Indonesia

<sup>3</sup> Department of Accounting, Batam University, Batam, Indonesia

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## ABSTRACT

The establishment of the ex-officio position in Batam, as mandated by Government Regulation Number 62 of 2019, created a unique governance structure in the Batam Business Board, held by the Mayor of Batam. This research investigates the impact of this governance model on economic growth and its potential influence on employee job satisfaction within the framework of the Batam Free Trade Zone and Free Port. Utilizing a mixed-method approach, the study encompasses both quantitative analysis using Structural Equation Modeling (SEM) via PLS software and qualitative insights through Resource Interviews. A total population of 444 was considered, with a sample of 221 respondents derived using the Slovin formula. Findings from the research demonstrate a substantial joint or simultaneous influence of the variables Ex Officio Leadership, Organizational Culture, Loyalty, and Organizational Commitment on Job Satisfaction. The study highlights the significant role of Ex Officio Leadership in shaping economic outcomes and employee satisfaction in Batam, proposing that such governance models could help reconcile the operational dualities between government and business entities in the region.

## 1. INTRODUCTION

Batam Free Trade Zone and Free Port Concession Agency (abbreviated as BP Batam) is a central government institution/agency formed based on the Government Regulation of the Republic of Indonesia Number 46 of 2007 with the duties and authority to carry out management, development and construction of areas in Batam City, Riau Islands by regional functions. Previously, BP Batam was the Batam Island Industrial Area Development Authority, better known as the Batam Authority. Based on Government Regulation Number 6 of 2011 concerning Financial Management in the Batam Free Trade Zone and Free Port Concession Agency, BP Batam is a non-structural institution in the form of a Public Service Agency. Before Batam received special attention from President Soeharto, Batam was an empty island in the form of wilderness almost without a pulse, a swamp of thickets supported by around 6,000 people whose livelihood was as fishermen who lived on the coast. He pioneered Batam Island as an industrial area and center for ship transfer activities and made Batam a Pertamina Logistics Base.

The government initiated the existence of an ex-officio position in Batam by issuing Government Regulation Number 62 of 2019 Article 2a paragraph 1a concerning the Batam Free Trade Zone and Free Port, which stipulates the existence of an ex-officio position in the Batam Business Board, which the Mayor of Batam holds through the 2019 election. So the Mayor of Batam has two authorities in two different agencies: his authority as Mayor of Batam as regulated in Law Number 23 of 2014 concerning Regional Government and his authority as Head of the Batam Business Agency. With the Mayor of Batam as ex-officio, it is hoped that he can unite the interests of the Batam Business Board and the Batam City Government in administering government and development in Batam City. The number of BP Batam employees is 2,557 employees.

\*Corresponding author.

E-mail: [wchablullah@gmail.com](mailto:wchablullah@gmail.com) (Chablullah Wibisono)

Ex-officio leadership in public sector institutions in Batam has a significant impact on organizational outcomes, both positive and negative. While it can improve coordination and effectiveness through synergy and experience, there are also risks associated with conflicts of interest and time constraints. To maximize the benefits of ex-officio leadership, it is important to ensure clear separation of roles, efficient time management, and transparent communication. This approach can help mitigate negative impacts and maximize organizational outcomes in the public sector context in Batam. Ex-officio leadership, organizational culture, loyalty, and organizational commitment have a significant impact on employee job satisfaction in the Batam City Civil Service Agency. Ensuring effective leadership, a positive organizational culture, and clear career path opportunities can improve job satisfaction. Organizations need to focus on leadership development, strengthening a positive culture, and providing career opportunities to maximize employee job satisfaction. However, previous research shows the opposite results; Ex Officio Leadership has no effect on Job Satisfaction (Suci et al., 2020). Then Organizational culture does not influence Job Satisfaction (Einhorn et al., 2024). Loyalty fails to improve Job Satisfaction (Diaa et al., 2024). And Organizational Commitment Does Not Influence Job Satisfaction (Hermawati et al., 2023). so this research considers career path as a mediating career path between ex officio relationships, organizational culture, loyalty, and organizational commitment to job satisfaction. The results of this study aim to explore the mediating role of career path in the direct relationship between: Ex Officio Leadership on Job Satisfaction, Organizational Commitment on Job Satisfaction, Loyalty on job satisfaction, Organizational culture on job satisfaction, and Career level on job satisfaction.

### **Ex-Officio Leadership (X1)**

Leadership is included in the applied science group of social sciences because its principles and formulations help improve human welfare as a first step to learning and understanding everything related to aspects of leadership and its problems. It is necessary to first understand the meaning or understanding of leadership through various perspectives.

Because leadership touches various aspects of human life, such as the way of life, opportunities for work, society and even the state, it seems that a conscious effort to deepen the various aspects of effective leadership needs to be carried out and even continuously improved by scientists who are devoted to and passionate about it endlessly. -stop collecting data in the accumulation of theories about leadership. Several experts have put forward various definitions regarding leadership.

Another opinion also states that according to Robbins (2016: 127), "a leader is someone who can influence other people and has managerial authority. Leadership is the process of leading a group to achieve its goals. Leadership is what the leader does." Ex-Officio rights, as defined by Subekti (1992), originate from the Latin and Dutch term *ambtshalve*, which translates to 'by virtue of position.' This denotes that such rights are conferred automatically due to the position held, rather than through any formal document of appointment or application process. This concept underscores the intrinsic authority that comes with certain official roles, independent of additional formal endorsements.

### **Organizational Culture (X2)**

According to Trice and Bayer in Fachreza, Said Musnadi, and M. Shabri Abd Majid (2018), organizational culture is increasingly developing in line with the increasing dynamics of the climate in organizations. Thus, the concept of organizational culture was developed in various versions considering that the term culture was borrowed from the scientific disciplines of tropology and sociology, by the meaning of culture which contains national connotations, adding that the implications are so broad that it can be seen from various points of view. However, in the adaptation process, most believe that the core of culture is a shared value system.

According to Geert Hofstede in Wibowo (2010, p.15), culture consists of a shared mental program that requires individual responses to their environment. This definition means that we see culture in everyday behavior, but deeply implanted mental programs control it. Meanwhile, Edgar Schein in Wibowo (2010, p. 16) states that organizational culture is the philosophy that underlies organizational policies, the rules of the game for socializing, and the feelings or climate brought by the physical preparation of the organization.

### **Loyalty (X3)**

Walker, as cited by Pandey and Khare (2012, p. 28), defines employee loyalty as the commitment that develops when employees perceive their organization as providing opportunities for personal and professional growth, alongside a clear and achievable career path. This perspective emphasizes the significance of organizational support in fostering loyalty among satisfied employees.

In contrast, [Siswanto \(2012, p. 28\)](#) argues that employee loyalty is often equated with organizational commitment, viewed primarily as an attitudinal stance. He emphasizes that this attitudinal component is crucial within organizations as it underpins the fundamental approach towards work and engagement, rather than just the observable actions. This highlights the deeper, psychological aspects of commitment that influence employee behavior and loyalty.

According to [Mowday, Porter and Steers in Pandey and Khare \(2012:29\)](#), employee loyalty is a manifestation of organizational Commitment, with the identification of the relative strengths of each individual and involvement in a particular organization. According to [Court, Gwinner, Meuter, Pandey, and Khare \(2012:27\)](#), employee loyalty is employee behavior that reflects Loyalty to the organization to promote its interests.

### **Organizational Commitment (X4)**

[Greenberg \(2005\)](#) articulates that organizational commitment is an employee's dedication to align with the goals of their organization and a sustained intent to remain a part of it. This commitment reflects a readiness to support the organization's objectives over time. [Griffin \(2004\)](#) further elaborates on this concept by differentiating between levels of commitment. He suggests that highly committed individuals are likely to perceive themselves as integral, long-term members of their organizations, whereas those with lower commitment might feel like outsiders and may not envision a long-term future with the organization.

[Luthans \(1992\)](#), as cited by [Sutrisno \(2010, p. 292\)](#), breaks down organizational commitment into three components: a. A strong desire to be part of a group, reflecting a deep-seated need for affiliation; b. A robust commitment to the organization's success, demonstrating a proactive attitude towards business outcomes; and c. An earnest belief in and acceptance of the organization's values and goals, indicating alignment with the organizational ethos. These definitions collectively underscore the multifaceted nature of organizational commitment, highlighting its role in fostering a supportive, cohesive workplace environment.

### **Career Path (Z)**

Career development is intricately linked to an employee's progression up the career ladder, with each rung representing a higher level of responsibility and a broader scope of duties. Not all steps on this career path are straightforward or unchallenged; indeed, they often require navigating complex dynamics and overcoming various obstacles. According to [Tan \(2008, p. 2\)](#) and [Paputungan \(2016\)](#), a career is more than just a sequence of positions held; it is a journey of personal transformation facilitated by diverse work experiences within an organization. This journey involves growth not only in rank but also in skills and insights, reflecting a deep interaction with changing roles and responsibilities.

[Pranitasari et al. \(2019\)](#) define career development as the accumulation of work-related activities and experiences, including tasks undertaken, subjective interpretations of work events, and decision-making processes throughout an individual's professional life. Such development is not merely an upward movement in terms of position but is also a qualitative enhancement of the individual's status within the organizational context. Employees often look forward to achieving milestones within their career paths, such as promotions, which not only enhance their status but also grant them greater privileges and responsibilities than previously held. This anticipation is driven by the desire to advance within the organizational hierarchy and secure a more influential and rewarding role.

### **Job Satisfaction (Y)**

Job satisfaction is a complex phenomenon that emerges from an employee's interaction with their work environment. It is a critical subject within the field of organizational behavior as it significantly influences an individual's performance level and commitment to their work. [Wexley and Yukl](#) describe job satisfaction as "how an employee feels about his or her job." This definition underscores that job satisfaction encompasses both an employee's personal feelings about their job and their broader perception of their role within the organization.

Job satisfaction is influenced by various work-related factors including the effort required, career development opportunities available, quality of employee relationships, job placement, and the overarching organizational structure. Additionally, personal factors such as age, health, abilities, and educational background also play significant roles in shaping job satisfaction.

[Stephen Robbins](#) further expands on this by stating that satisfaction occurs when individual needs are met and align with the employee's likes and dislikes. This satisfaction is essentially a general attitude that employees hold, closely tied to the rewards they anticipate receiving in exchange for their efforts and sacrifices. This perspective highlights the interplay between external job conditions and internal personal values in determining overall job satisfaction.

## Framework of Thinking

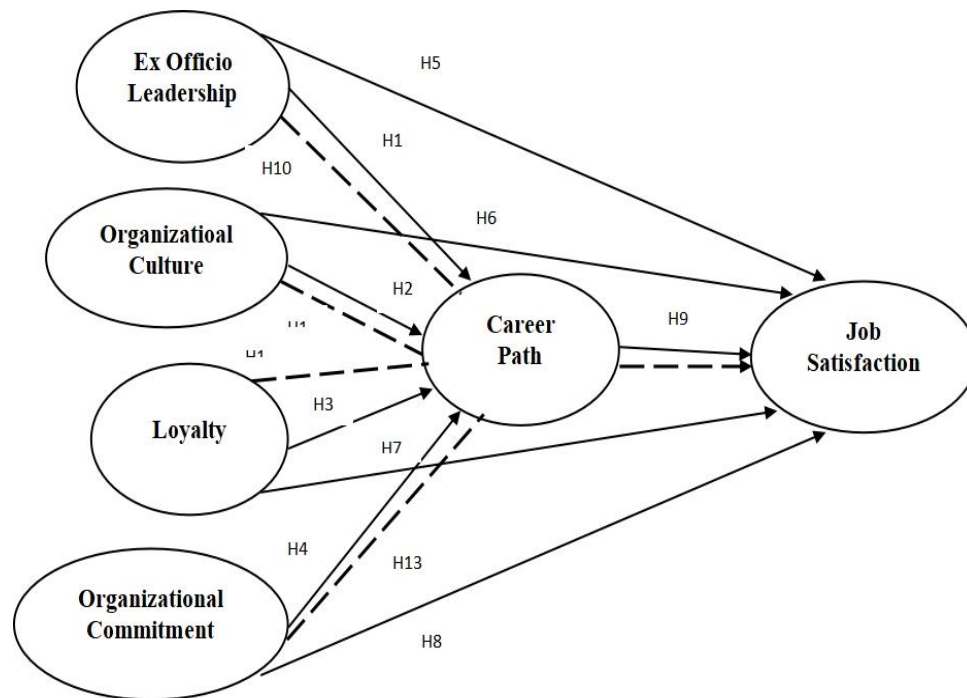


Figure 1. Full Model

### Research Hypothesis:

- H1: Ex Officio Leadership Influences Career Path
- H2: Organizational culture influences career path
- H3: Loyalty influences career path
- H4: Organizational Commitment Influences Career Path
- H5: Ex Officio Leadership Influences Job Satisfaction
- H6: Organizational Commitment Influences Job Satisfaction
- H7: Loyalty influences job satisfaction
- H8: Organizational culture influences job satisfaction
- H9: Career level influences job satisfaction
- H10: Ex Officio Leadership influences Job Satisfaction through career path as a mediator
- H11: Organizational Commitment influences Job Satisfaction through career level as a mediator
- H12: Loyalty influences job satisfaction through career path as a mediator
- H13: Organizational culture influences job satisfaction through the career level of a mediator.

## 2. METHODS

The mixed research model (Mixed Method) consists of a sequential explanatory model, a sequential exploration model, a concurrent triangulation design, and a concurrent embedded model. The sequential explanatory model combines quantitative and qualitative research sequentially; quantitative research is carried out first, and qualitative research is carried out. After the analysis, the quantitative and qualitative data results will be entered into a matrix to see the comparisons obtained. The sequential exploration model combines both research methods sequentially, starting with qualitative research, and the second stage is quantitative research. The concurrent triangulation design is a balanced combination of two research methods, quantitative and qualitative. These methods are used together, at the same time, but independently to answer research problems. The concurrent embedded model is a combination of quantitative and qualitative research methods. (Wijaya 2019). The population collects all the objects to be measured in a study (Cooper & Schindler, 2003, p. 179). This research population consists of all non-permanent employees of the Batam City Employers' Agency. Employee data throughout the Batam City Entrepreneurs Agency amounted to 2557 people. This data is based on data from the Head of the Human Resources Bureau of the Batam City Entrepreneurs Agency in 2021. This research was conducted for one month, while waiting for respondents' answers in filling out the questionnaire.

The sample is an element selected to represent the research population (Cooper & Schindler, 2003 p. 82). This research adjusted the sample size to the analysis model used, namely the Structural Equation Model (SEM). The size of the research sample is based on the census method. Census research takes one population group as a sample as a whole and uses a structured questionnaire as the primary data collection tool to obtain specific information (Usman & Akbar, 2008). The sample size based on this research was determined by the Slovin formula, citing the book Basic Series Statistics with SPSS by Aloysius Ranga Aditya Narendra et al. (2021:27-28); the Slovin formula is a formula for calculating the minimum sample size of the behavior of a population is not known with certainty. The Slovin formula is a general population description representing the observed population. The Slovin formula can be formulated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{2557}{1 + (2557 \times 0.066^2)} = 210.65 \text{ rounded up by } 211 \text{ respondents}$$

With e = 6.6%, the sample in the study was 211 respondents.

### 3. RESULTS AND DISCUSSIONS

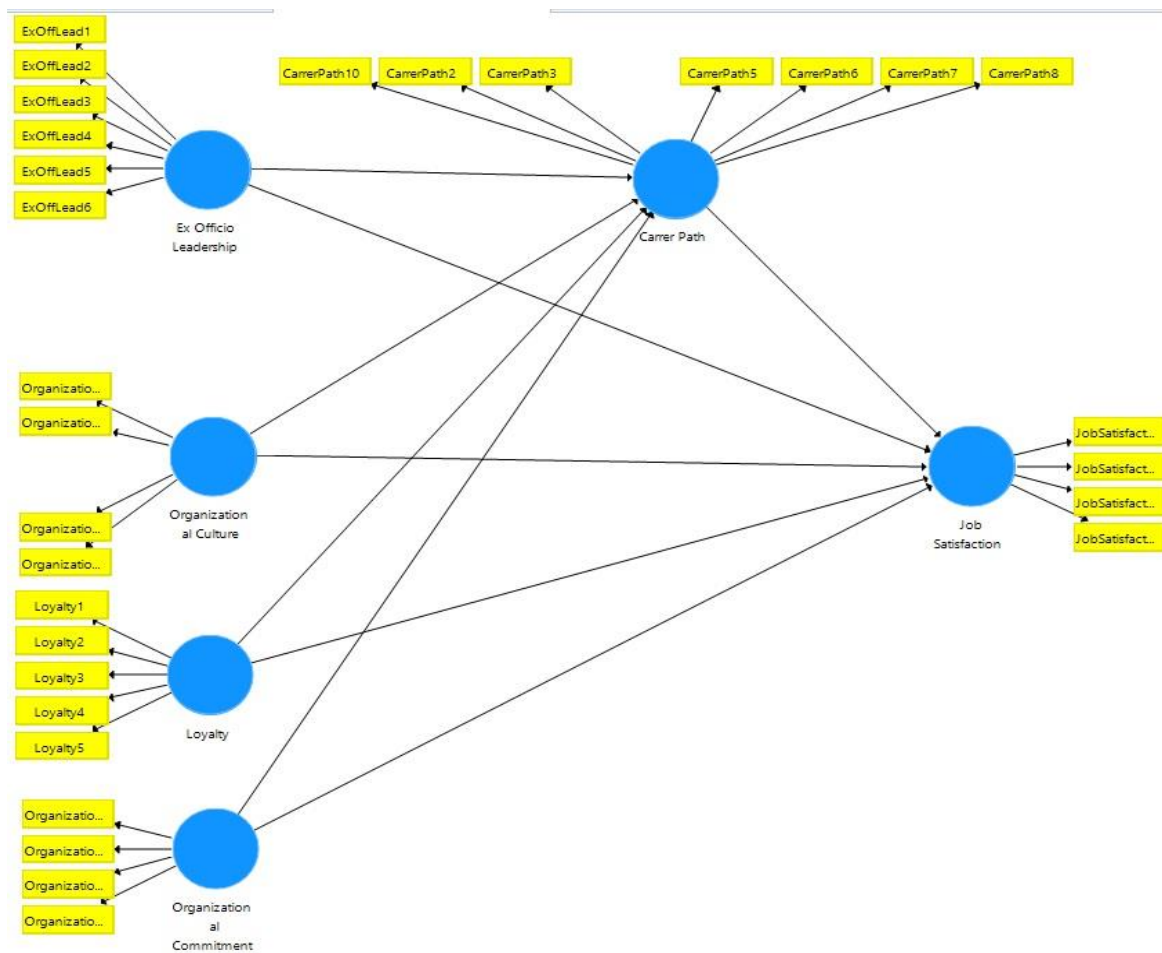


Figure 2. Final Model

Table 1. R-Square Value

	R Square	R Square Adjusted
Career Path	0.612	0.604
Job Satisfaction	0.856	0.853



**Table 2. Direct Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis
Career Path -> Job Satisfaction	0.454	0.460	0.078	5,791	0,000	Accepted
Exofficio Leadership -> Career Path	0.161	0.162	0.120	1,338	0.182	Rejected
Exofficio Leadership -> Job Satisfaction	0.133	0.129	0.081	1,640	0.102	Rejected
Loyalty -> Career Path	0.156	0.163	0.131	1,194	0.233	Rejected
Loyalty -> Job Satisfaction	0.100	0.101	0.081	1,226	0.221	Rejected
Organizational Commitment -> Career Path	0.780	0.784	0.038	20,791	0,000	Accepted
Organizational Commitment -> Job Satisfaction	0.522	0.516	0.080	6,501	0,000	Accepted
Organizational Culture -> Career Path	0.012	0.014	0.084	0.142	0.887	Rejected
Organizational Culture -> Job Satisfaction	0.015	0.009	0.067	0.224	0.823	Rejected

**Table 3. Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis
Ex-officio Leadership -> Career Path -> Job Satisfaction	0.073	0.074	0.053	1,376	0.170	Rejected
Loyalty -> Career Path -> Job Satisfaction	0.071	0.072	0.058	1,213	0.226	Rejected
Organizational Commitment -> Career Path -> Job Satisfaction	0.354	0.358	0.065	5,434	0,000	Accepted
Organizational Culture -> Career Path -> Job Satisfaction	0.005	0.007	0.038	0.143	0.886	Rejected

In the organizational landscape of BP Batam, the study conducted provides critical insights into how various elements influence employee career paths and job satisfaction. The statistical results indicate that while some hypotheses are supported, others are not, showcasing a complex interplay of influences that requires strategic attention. Specifically, Organizational Commitment plays a pivotal role, with its substantial positive impact on both career paths and job satisfaction clearly supported by the data (Direct effect values of 0.780 and 0.522 with T statistics of 20.791 and 6.501 respectively, all significant at p-values

of 0.000). This emphasizes the crucial role of fostering a committed workforce in enhancing professional growth and overall job contentment.

Conversely, Ex Officio Leadership, expected to be a significant driver of organizational direction and effectiveness, shows no significant effect on either career development or job satisfaction (Direct effect values of 0.161 and 0.133 with T statistics of 1.338 and 1.640, and p-values of 0.182 and 0.102, respectively). This suggests a disconnect between leadership activities and employee expectations, pointing to a potential area for leadership style or strategy reevaluation. Similarly, loyalty and organizational culture, while often touted for their positive impacts on organizational stability and performance, show little to no significant influence on career paths or job satisfaction (Direct effects and p-values indicate non-support for hypotheses related to loyalty and culture impacting career development or satisfaction).

The findings also delve into the mediation effects of these factors, further clarifying their roles. Organizational Commitment's mediation between career paths and job satisfaction is notably effective, supporting the hypothesis that it enhances job satisfaction through career development (Indirect effect value of 0.354, T statistic of 5.434, p-value of 0.000). In stark contrast, Ex Officio Leadership, loyalty, and organizational culture do not significantly mediate job satisfaction through career paths, with all respective hypotheses not supported by the data (Indirect effects show non-significant p-values).

These insights compel BP Batam to strategically focus on enhancing Organizational Commitment while reevaluating the roles and effectiveness of leadership, loyalty, and culture. Strengthening commitment could serve as a lever to boost both career development opportunities and job satisfaction, whereas addressing the gaps in leadership and cultural practices could align these elements more closely with organizational goals and employee needs. Such strategic realignment is crucial for fostering a more engaged and satisfied workforce, poised to contribute effectively to BP Batam's overarching objectives.

## Discussion

The research on BP Batam's organizational dynamics highlights significant interactions among leadership, culture, loyalty, and commitment, and their effects on employee job satisfaction and career paths. The findings reveal both consistencies and inconsistencies with previously established theories and empirical evidence, particularly regarding the roles of loyalty, organizational culture, and Ex Officio Leadership.

The finding that organizational commitment significantly enhances both career advancement and job satisfaction is consistent with traditional organizational behavior theories. Previous studies have consistently shown that when employees are committed to their organization, they are more likely to demonstrate higher job performance and satisfaction. This study confirms that commitment not only motivates employees but also makes them more likely to engage deeply with their work and see clear career trajectories.

The study's indication that organizational commitment can mediate the relationship between career path development and job satisfaction aligns with existing literature that views commitment as a critical enabler of job satisfaction. This relationship underscores the importance of fostering an environment where employees feel valued and see personal growth opportunities as directly linked to their efforts and loyalty to the organization.

Contrary to traditional views that leadership drives organizational success including career and job satisfaction, the study finds that Ex Officio Leadership in BP Batam does not significantly impact these areas. This suggests a potential misalignment between the leadership style and employee expectations or needs. This finding is particularly interesting as it contrasts with much of the leadership literature that emphasizes the pivotal role of effective leadership in guiding organizational outcomes.

Typically seen as a driver of organizational stability and performance, loyalty in BP Batam shows little impact on career development and job satisfaction. This finding diverges from the common understanding that employee loyalty leads to greater organizational success. The study suggests that loyalty at BP Batam may be more about resilience and duty rather than a genuine belief in the organization's direction or personal career benefits, indicating a form of loyalty that does not necessarily contribute to professional growth or satisfaction.

While the existing literature often highlights the significant impact of a positive organizational culture on both career development and job satisfaction, the findings here indicate minimal influence. This suggests that the current cultural initiatives within BP Batam may not be effectively aligned with tangible career or job satisfaction enhancements. This inconsistency points to a possible gap in the implementation of cultural values or the type of culture promoted within the organization.

These inconsistencies and consistencies provide a nuanced view of BP Batam's internal dynamics, offering crucial insights for organizational leaders. For BP Batam, there is a clear indication that a strategic realignment is necessary, particularly in enhancing leadership effectiveness and realigning cultural

initiatives to support not just the organizational goals but also the personal and professional aspirations of its employees. These efforts are critical in ensuring that leadership and culture positively impact both job satisfaction and career development, aligning with the positive effects seen from organizational commitment.

#### 4. CONCLUSION

This comprehensive study on the Batam City Civil Service Agency underscores the profound influence of organizational culture and commitment on employee job satisfaction. It highlights the essential roles these elements play in cultivating a supportive work environment that enhances employee satisfaction and efficiency. For decision-makers, the findings offer actionable insights into the critical nature of fostering an environment where effective leadership, positive organizational culture, and clear career advancement opportunities are not just present but thriving. By prioritizing these aspects, organizations can significantly boost job satisfaction, which is crucial for maintaining a motivated workforce.

Leadership development emerges as a pivotal area requiring focused improvement. Investing in leadership skills ensures that leaders are not only capable of managing but also inspiring their teams, driving performance, and aligning organizational goals with employee aspirations. Similarly, the emphasis on strengthening a positive organizational culture is vital. A culture that values and supports its employees contributes to increased job satisfaction and loyalty, thereby enhancing overall productivity and workplace harmony.

Additionally, the study stresses the importance of creating clear and attainable career paths. Providing employees with visible and achievable career goals is essential for motivation and retention, allowing them to feel valued and see a future within the organization. This goes hand in hand with improving work discipline—ensuring that employees are not only aware of what is expected of them but are also provided with the right tools and environment to perform their duties efficiently.

The need for a robust Human Resources management system that supports every work unit's unique needs and challenges within BP Batam is also highlighted. Such a system would ensure that all employees are aligned with the organization's goals and are working effectively towards them. Moreover, establishing regulations that govern the working relationships between BP Batam and its stakeholders is crucial for collaborative development efforts. These regulations would facilitate smoother interactions and joint ventures, crucial for advancing Batam's economic and public service sectors.

Ultimately, the integration of BP Batam's leadership with broader city and provincial leadership is necessary to align and harmonize development initiatives across different governance levels. Such integration ensures that BP Batam's strategies are not only in sync with Batam City's development goals but also contribute to the overarching vision of transforming Batam into a globally recognized, civilized world city. This holistic approach is expected to foster a more coordinated and efficient administration that benefits both the public and the private sectors, paving the way for sustained economic growth and improved public services in Batam.

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