

Determination of Job Satisfaction and its Implications for the Organizational Commitment of the Management of the Indonesian Equestrian Sports Association (PORDASI)

Maswarni

Universitas Pamulang, Tangerang Selatan, Banten, Indonesia
dosen00381@unpam.ac.id
* corresponding author

ARTICLE INFO

Article history

Received 29 Jul 2023

Revised 08 Sep 2023

Accepted 12 Des 2023

Keywords

Security

ABSTRACT (10PT)

The purpose of this study was to determine and analyze the influence of organizational culture, service leadership and appreciation partially or simultaneously on work. To find out the influence of organizational culture, Service leadership and rewards and job satisfaction partially or simultaneously on Organizational Commitment. The population of this study were the administrators of the Indonesian Equestrian Sports Association (PORDASI) from 21 active provinces. The research method used in this study is a descriptive survey method and an explanatory survey with a sample size of 200 respondents, and the data analysis method used is SEM (Structural Equation Modeling). Based on research from structure 1, it proves that organizational culture, service leadership and rewards partially or simultaneously have a positive and significant effect on work with a contribution of 34.9% where organizational culture is the most dominant in influencing activities reflected in the dimensions of strengthening organizational culture by making routine events. Research from the results of construction 2 proves that organizational culture, service leadership, rewards and job satisfaction partially or simultaneously have a positive and significant effect on Organizational Commitment with a contribution of 80.8%. heart (humility). Another important finding from this research is the variable that acts as a partial mediation. Because only organizational culture and rewards are mediated by job satisfaction in influencing organizational commitment. 9% where organizational culture is the most dominant in influencing activities reflected in the dimensions of strengthening organizational culture by making routine events. Research from the results of construction 2 proves that organizational culture, service leadership, rewards and job satisfaction partially or simultaneously have a positive and significant effect on Organizational Commitment with a contribution of 80.8%. heart (humility). Another important finding from this research is the variable that acts as a partial mediation. Because only organizational culture and rewards are mediated by job satisfaction in influencing organizational commitment. 9% where organizational culture is the most dominant in influencing activities reflected in the dimensions of strengthening organizational culture by making routine events. Research from the results of construction 2 proves that organizational culture, service leadership, rewards and job satisfaction partially or simultaneously have a positive and significant effect on Organizational Commitment with a contribution of 80.8%. heart (humility). Another important finding from this research is the variable that acts as a partial mediation. Because only organizational culture and rewards are mediated by job satisfaction in influencing organizational commitment. Research from the results of construction 2 proves that organizational culture, service leadership, rewards and job satisfaction partially or simultaneously have a positive and significant effect on Organizational Commitment with a contribution of 80.8%. heart (humility). Another important finding from this research is the variable that acts as a partial mediation. Because only organizational culture and rewards are mediated by job satisfaction in influencing organizational commitment. Research from the results of construction 2 proves that organizational culture, service leadership, rewards and job satisfaction partially or simultaneously have a positive and significant effect on Organizational Commitment with a contribution of 80.8%. heart (humility). Another important finding from this research is the variable that acts as a partial mediation. Because only organizational culture and rewards are mediated by job satisfaction in influencing organizational commitment.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



1. Introduction

The process of interaction that occurs and cooperation slowly continues to develop so that a forum is formed where people gather and assemble, which is called an organization. According to Robbins (in Sopiah, 2008: 2), an organization is a social unit that is consciously coordinated, consisting of two or more people and relatively continuously in order to achieve one or a series of common goals.

In an organization, human resources are an important asset. Human resources also have a role in determining the success or failure of an organization, because humans play an active and dominant role in every organizational activity. One of the policies that must be established, especially in the human resources department, is to continue to pay attention to the condition of existing resources so that the loyalty of organizational members is maintained, so that human resource interaction patterns in the organization must be balanced and harmonized so that the organization can continue to exist.

Organizations are also groups that have differentiated roles, or groups that agree to fulfill a set of norms and are formed based on the loyalty of organizational members. As a result of interactions with individual characteristics and many interests that shape lifestyle, behavior patterns and work ethics, all of which will characterize the condition of an organization. So that each individual in the organization cannot be separated from the essence of the cultural values they adhere to, which will ultimately synergize with organizational tools, technology, systems, strategies and leadership styles in the organization.

In 1953, a body was founded that tried to unite all equestrian sports associations in Indonesia, named the Indonesian PONI Organization Center (POPSI) with its chairman, Lt. Col. Singgih. However, in its development, POPSI actually receded and became federations, which eventually disappeared. Then in 1966, an equestrian organization was founded which was the only one recognized by the Central KONI, namely: the Indonesian Equestrian Sports Association (PORDASI). PORDASI was formed on the initiative of four regions, West Java, Central Java, East Java, North Sulawesi and one club

There are several divisions under the Indonesian Equestrian Sports Association (PRDASI), namely:

1. Horse racing. Horse Racing is an equestrian sport that focuses on the speed and endurance of horses. Horse racing matches in Indonesia are attended by local horses, cross horses and Thoroughbred (TB) horses.
2. Equestrian (Equestrian Agility). This branch of equestrian sport requires harmony between the rider and the horse when carrying out a movement, where the rider's skill and experience are crucial in creating or shaping the agility and flexibility of each movement produced so that it gives the impression that the horse is stepping and moving based on its own wishes without any orders from the rider.
3. Polo is a team sport involving horse riding. The player's task is to dribble a wooden or plastic ball into the opponent's goal using a bat or what is usually called a mallet.)
4. Horseback Archery is the sport of archery from horseback
5. Animal husbandry, the field of horse breeding for specific purposes, such as breeding horses for racing purposes, is different from breeding horses for profit, Equestrian, also for Horse back Archery horses and Horses for POLO sports.

The activities of the five divisions with different types and events can be seen in the following table:

Table 1. Central Management of the Equestrian Sports Association in the field of racing and animal husbandry throughout Indonesia

| No | Chairman of the Provincial Management |
|----|---------------------------------------|
| 1 | PORDASI Aceh |
| 2 | PORDASI Riau |
| 3 | PORDASI West Sumatra |
| 4 | PORDASI South Sumatra |

| | |
|----|----------------------------|
| 5 | PORDASI Banten |
| 6 | PORDASI DKI Jakarta |
| 7 | PORDASI DKI Yokyakarta |
| 8 | PORDASI West Kalimantan |
| 9 | PORDASI South Kalimantan |
| 10 | PORDASI East Kalimantan |
| 11 | PORDASI West Nusa Tenggara |
| 12 | PORDASI West Sulawesi |
| 13 | PORDASI Central Sulawesi |
| 14 | PORDASI Papua |
| 15 | PORDASI Southeast Sulawesi |
| 16 | PORDASI East Java |
| 17 | PORDASI Central Java |
| 18 | PORDASI East Nusa Tenggara |
| 19 | PORDASI North Sumatra |
| 20 | PORDASI West Java |
| 21 | PORDASI Gorontalo |

^a Source: Central PORDASI Office, 2020

Looking at the table above, the management of the organization consists of various regions to achieve centralized and directed work so that it is regulated in the racing regulations and instructions for the implementation of the national horse racing championship no. 04 A/PP/KP/2002 article 1: "To prevent overlap. Overlapping actions in the operationalization of racing activities, these racing regulations emphasize the meaning and limits of functions, duties and environment, rights, authority and obligations of each subject in the PORDASI organization. It goes on to say that changes to these racing regulations can only be made through a decision from the PORDASI National Consultative Conference. From the sound of article one above, it can be concluded that every decision in running an organization in the region always goes through central regulations for the good running of the organization

To achieve a good organization, one of the things that needs to be done is organizational commitment from administrators throughout Indonesia. with the aim of each member trying and remaining committed to the organization

Luthans in Edy Sutrisno (2010:292) states that: "Organizational commitment is a strong desire to become a member of a group, a high willingness to work for the organization, a certain belief and acceptance of the values and goals of the organization."

The commitment that employees have towards the organization or company where they work varies from one manager to another. When the commitment that a manager has is good or high then he will have good performance in working to advance the organization where he works. Vice versa, when the management's commitment is low, their performance will simultaneously decrease as a result, productivity in the organization will also decrease.

The same thing happened to the Pordasi administrators, where their organizational commitment was still in the poor category compared to the results of pre-research by distributing a questionnaire to 30 PORDASI administrators in DKI, Banten and West Java. However, organizations always try to increase organizational commitment, one of which is through satisfaction. According to Smith (in Luthans, 2011). Satisfaction is an attitude that individuals have regarding their position or job

Satisfaction or dissatisfaction with aspects of work depends on the discrepancy between what is considered to have been obtained and what is desired. The desired number of job characteristics is defined as the minimum number required to satisfy a need. A person will be satisfied if there is no difference between the desired conditions and the actual conditions. The greater the shortage and the more important things that are desired, the greater the dissatisfaction. If a greater number of work factors are minimally accepted and the excess is profitable (for example: extra pay, longer working hours) the person concerned will be equally satisfied if there is a difference from the desired amount. As shown by the results of research from H. Teman Koesmono (2014) that organizational culture, servant leadership and job satisfaction have a positive influence on organizational commitment and work performance. Job satisfaction influences organizational commitment and work performance.

However, for central administrators, job satisfaction is still in the poor category, as in table 2 from the results of pre-research by distributing questionnaires to 30 administrators of PORDASI

DKI, Banten and West Java, as there is no permanent reward or regular salary that they receive every month, as is normal in practice. ranks of "workers" in a parent sports organization in the country.

According to Sutrisno (2009: 82-84) Job satisfaction is influenced by several factors, namely: 1) Salary, 2) Job security, 3) Opportunities for advancement, 4) Management and the company 5) Supervisors and superiors. Poor supervision can result in absenteeism and turnover, 6) Intrinsic job factors. How difficult or easy it is and also how proud you are about your task can increase or decrease your work. 7) Working conditions which include canteen, ventilation, parking area and broadcasting. 8) Social aspects of work. 9) Communication and 10) Company facilities

From the factors mentioned above, it can be concluded, among others, that organizational culture is a factor that can influence job satisfaction

Organizational culture provides values that serve as guidelines for human resources to face external problems and efforts to adjust integration into the company so that each member of the organization must understand existing values and how they should act and behave.

Robbins (2006:721) defines organizational culture as a system of shared meaning held by members that differentiates the organization from other organizations. Furthermore, Robbins stated that a system of shared meaning is formed by its citizens which also differentiates it from other organizations that have been implemented, meaning evaluating work performance and, if necessary, implementing corrective actions so that work results are in accordance with plans that have been determined by cultural dimensions and indicators. organization

Furthermore, in organizational culture there are steps to strengthen organizational culture by providing guidance to members so that they truly understand the rules and regulations that apply in accordance with their respective duties, so that organizational culture is very important in increasing job satisfaction, as the results of research by Syamsul Anwar (2015) show that culture organization on organizational commitment has a significant influence with $\beta = 0.200$, $t \text{ count} > t \text{ table} = (2,251 > 1,978)$

Understanding and implementing organizational culture well will certainly be even better in achieving job satisfaction for PORDASI management members in achieving high commitment to the organization, namely by paying attention to and implementing the other factors above, namely supervisory supervision which is interpreted as servant leadership.

Servant leadership is an evolutionary and personal leadership style approach. Servant leadership uses a fundamental and long-term approach that impacts overall change in employees' personal and professional lives. Servant leadership is a leadership concept put forward by Grenleaf in 1970. The essence of the servant leadership model or style is serving others, namely service to employees, customers and the community where service is the main priority.

Spears (2002:255) says that a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. The choice that arises because of the voice in your heart will form the desire to become a leader.

One of the servant leadership styles is trying to listen carefully to what the employees are feeling. Leaders also try to understand what is being communicated by the bodies, souls and minds of their employees. Listening combined with reflection is very necessary for the growth of the leader. With leadership that truly serves, it is hoped that it can increase commitment to the organization from organizational administrators, as research results from H. Teman Koesmono (2014) show that servant leadership and job satisfaction have a positive influence on commitment. organization and work performance

Leaders who serve (servant leadership) will try as much as possible to understand and empathize with other people. An individual needs to be accepted and recognized physically and as a personality that has its own uniqueness. Apart from that, leaders must also be able to heal. Leaders who serve (servant leadership) have one of the strengths, namely being able to heal themselves and others. Many individuals are discouraged by the pain caused by their own emotions. This is an important role for someone who has a servant leadership style to help the healing process of emotional consequences, one of which is by giving appreciation.

Reward programs are important for organizations because they reflect the organization's efforts to maintain human resources as the main component and the most important cost component. Apart from these considerations, awards are also a meaningful aspect for employees, because for individuals or employees the size of the award reflects the measure of the value of their work among the employees themselves, their families and society. The rewards given are in both material and non-material form. given by the company to its employees so that they can work with high motivation and achieve achievement in achieving company goals.

According to Irham Fahmi (2016:64) rewards are a form of remuneration given to an employee for the work they have done, both financially and non-financially. Rewards programs are important for organizations because they reflect the organization's efforts to maintain human resources as the main component. and is the most important cost component. In other words, giving awards or rewards aims to increase productivity and retain employees who excel to remain loyal to the company. Providing a reward system is intended to encourage employees to work better and to generate motivation to encourage better employee performance. Like the research results of H. Teman Koesmono (2014) The results of the research say that organizational culture, servant leadership and job satisfaction have a positive influence on organizational commitment and work performance. Job satisfaction influences organizational commitment and work performance.

"From the above background, the author is interested in conducting research with the title: Determinants of job satisfaction and its implications for Organizational Commitment in the Management of the Indonesian Equestrian Sports Association (PORDASI).".

2. Method

The research method used is descriptive and verification. Descriptive research was carried out to obtain a careful picture of the facts relating to the research object, such as a description of the variable characteristics of organizational culture, servant leadership.

Rewards and job satisfaction and organizational commitment, . Meanwhile, verification research is carried out to produce scientific information through hypothesis testing with statistics or SEM (Structural Equation Modeling) tests based on data obtained in the field, namely testing the influence of organizational culture, service leadership, rewards on job satisfaction and the implications of organizational commitment,

SEM is a combination of factor analysis and regression analysis which consists of two types of analysis models, namely Confirmatory Factor Analysis (CFA) and Multiple Regression Analysis. In connection with the nature of this research, the method used is an explanatory survey, because it is able to describe the causal relationship between the variables studied. (Anger, 2003 and Cooper & Schindler, 2011). A survey is a research technique in which information from a sample of respondents is collected, usually using a questionnaire. The characteristic of the survey method is that the data already exists in the field. The work of compiling a questionnaire, determining the list of questions and designing the questionnaire format is an important aspect in developing a research design using a survey. The unit of analysis in this research is the individual, namely the administrator of PORDASI. This research is an explanatory research (Explanatory research) which will prove the causal relationship between the independent variables, namely the variables of organizational culture, servant leadership, and rewards, and the intervening variables, namely the variable satisfaction of organizational administrators, and the dependent variable. variable) namely organizational commitment. As well as correlational research, namely research that attempts to see whether two or more variables have a relationship or not with the help of statistics and verifying the influence between variables through hypothesis testing proposed with the help of Lisrel 8.70 software. This research is an explanatory research (Explanatory research) which will prove the causal relationship between the independent variables, namely the variables of organizational culture, servant leadership, and rewards, and the intervening variables, namely the variable satisfaction of organizational administrators, and the dependent variable. variable) namely organizational commitment. As well as correlational research, namely research that attempts to see whether two or more variables have a relationship or not with the help of statistics and verifying the influence between variables through hypothesis testing proposed with the help of Lisrel 8.70 software. This research is an explanatory research (Explanatory research) which will prove the causal relationship between the independent variables, namely the variables of organizational

culture, servant leadership, and rewards, and the intervening variables, namely the variable satisfaction of organizational administrators, and the dependent variable. variable) namely organizational commitment. As well as correlational research, namely research that attempts to see whether two or more variables have a relationship or not with the help of statistics and verifying the influence between variables through hypothesis testing proposed with the help of Lisrel 8.70 software. and the dependent variable, namely organizational commitment. As well as correlational research, namely research that attempts to see whether two or more variables have a relationship or not with the help of statistics and verifying the influence between variables through hypothesis testing proposed with the help of Lisrel 8.70 software. and the dependent variable, namely organizational commitment. As well as correlational research, namely research that attempts to see whether two or more variables have a relationship or not with the help of statistics and verifying the influence between variables through hypothesis testing proposed with the help of Lisrel 8.70 software.

In general, the data sources in this research consist of two data sources, namely research data using primary data and supporting research data using secondary data (Donal and Pamela, 2006).

Primary data is data obtained directly from the first source through interviews, questionnaires and observations depending on research needs. This means that the source of this data is original research work in obtaining raw data for research without interpretation of a particular opinion. Secondary data is an interpretation of primary data.

In this research, it is limited to the racing and animal husbandry sector, the composition of which consists of: Chair of the Racing Commission, Deputy Chair I (National), Deputy Chair II (International), Secretary, Deputy Secretary, Chair of Funds & Programs, Chair of the Provincial Coordination Division, Head of Engineering. & Referee, Head of Registration, Head of Animal Husbandry, Treasurer for Animal Husbandry and Head of Animal Husbandry Health so that there are a total of 12 sections, each in 21 provinces so that the total management is = 252

3. Results and Discussion

As stated above, measurement model analysis was carried out with the aim of seeing the validity and reliability of each construct that builds the research model. Measurement of construct validity was carried out using the Confirmatory Factor Analysis (CFA) procedure (Anderson & Gerbing in Wijanto (2008)). Through this CFA, indicators or observed variables will be selected that will form a construct. In this selection, two criteria are used, namely that the variable must have a Standardized Loading Factor (SLF) ≥ 0.7 and a value of $|t| \geq 1.96$ (at $\alpha = 0.05$) (Wijanto, 2008). Regarding SLF, there are also those who provide different criteria, namely Igbaria et al. (1997), which suggests that SLF with a value ≥ 0.50 can still be used. Meanwhile, construct reliability is measured using two measures (Hair et,

1. Composite Reliability Measure or Construct Reliability Measure (CR), or often referred to as reliability, requires that the CR value be ≥ 0.7 .
2. Variance Extract Measure (VE) or variant extract, with the requirement that it must have a VE value ≥ 0.5 .

In this study, all constructs have a firstsecond order CFA (2ndCFA) format. Analysis of the measurement model on constructs with the first second order CFA (2ndCFA) format was carried out through two stages of validity and reliability measurement, where in the first stage a first order CFA was carried out on the sub-constructs (dimensions), and in the second stage a second order CFA was carried out on the constructs. The next process, namely second order CFA. As in first order, sub-constructs are viewed as observed variables, and will go through validity and reliability measurements as in first order CFA, namely by looking at factor loadings and $|t|$ values to measure validity, and looking at construct reliability and variance extracted values, to measure reliability.

3.1. Confirmatory Factor Analysis (CFA) Organizational Culture

Organizational culture is built on two dimensions, namely primary characteristics (X1) and steps to strengthen organizational culture (X2). Based on the results of data analysis using LISREL 8.80, the following measure of the suitability of the organizational culture construct measurement model was obtained:

Table 2. Measures of Suitability of the Organizational Culture Construct Measurement Model

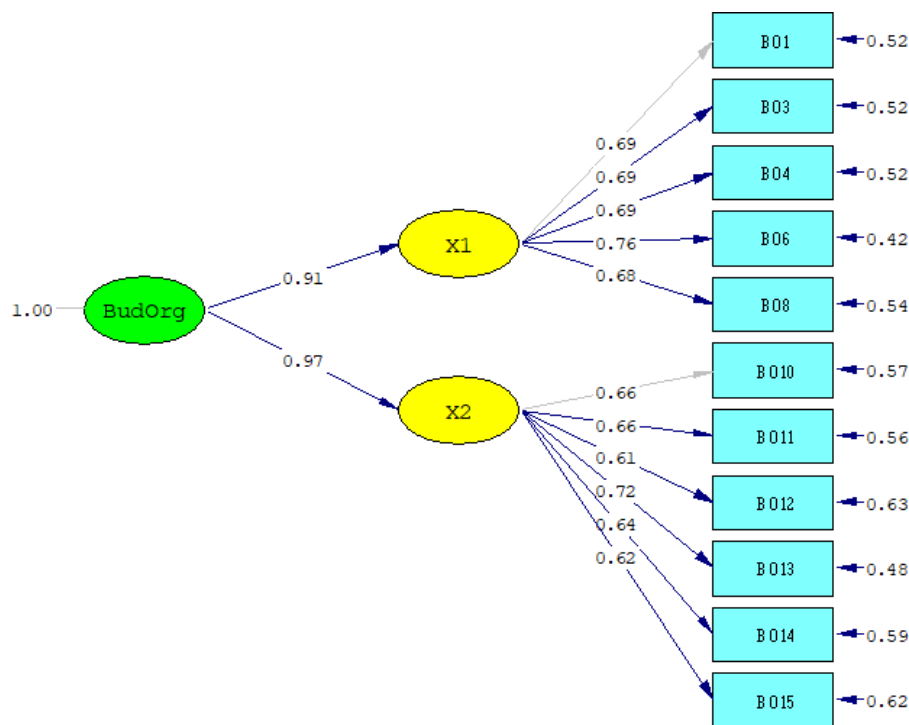
| Indicator | Expected Size | Estimated Results | Conclusion |
|-----------------------------|---------------|-------------------|--------------|
| Absolute Fit Size | | | |
| GFI | GFI > 0.90 | 0.924 | Good Fit |
| RMSEA | RMSEA < 0.08 | 0.0817 | Good Fit |
| Incremental Fit Size | | | |
| NNFI | NNFI > 0.90 | 0.980 | Good Fit |
| NFI | NFI > 0.90 | 0.982 | Good Fit |
| AGFI | AGFI > 0.90 | 0.886 | Marginal Fit |
| RFI | RFI > 0.90 | 0.982 | Good Fit |
| IFI | IFI > 0.90 | 0.964 | Good Fit |
| CFI | CFI > 0.90 | 0.962 | Good Fit |

Note: Marginal Fit is a condition of suitability of a measurement model below the criteria for absolute fit or incremental fit, but can still be continued in further analysis, because it is close to the criteria for good fit (Hair et, al, 2006: 623).

^b Source: Processing Results with LISREL 8.80

Based on Table 2 above, the seven suitability measures obtained have good fit measurement model suitability indices, namely NNFI, NFI, RFI, IFI, GFI, RMSEA and CFI. Meanwhile, another suitability measure has a marginal fit measurement model suitability index, namely AGFI.

The first second order measurement model of the organizational culture construct using Lisrel 8.80 is as shown in Figure 1 and Figure 2



Chi-Square=90.45, df=42, P-value=0.00002, RMSEA=0.076

Fig. 1.(Standardized) 2ndCFA Model of Organizational Culture construct

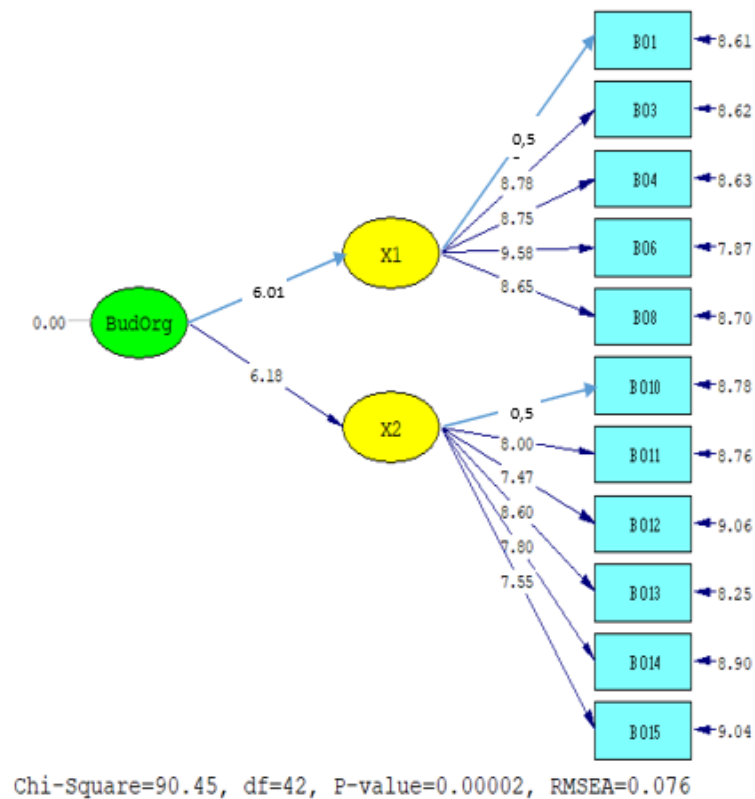


Fig. 2.2ndCFA (T-Value) Model of Organizational Culture Construct

3.2. Validity and Reliability Test of Organizational Culture Construct Indicators (First Order)

The organizational culture construct is built on two sub-constructs, namely primary characteristics (X1), and steps to strengthen organizational culture (X2), and each dimension is measured by several indicators. Based on Figure 5.6 and Figure 5.7 above, the next step is to analyze the organizational culture construct measurement model using First Order Confirmatory Factor Analysis (CFA) of each indicator of the organizational culture construct, as shown in Table 5.10 below:

3.3. Validity and Reliability Test of Organizational Culture Indicators (Second Order)

The organizational culture construct is built on eight sub-constructs, namely people orientation (X1), results and team orientation (X2), aggressiveness (X3), establishing values (X4) providing coaching for members (X5). Providing exemplary examples (X6) Creating routine events (X7) and Providing assessments and rewards (X8) Based on Figure 5.6 and Figure 5.7 above, the next step is to analyze the organizational culture construct measurement model using Second Order Confirmatory Factor Analysis (CFA) from each dimension E-Banking construct.

3.4. Confirmatory Factor Analysis(CFA) Servant Leadership

The servant leadership construct is built on two dimensions, namely serving (X1), Focus on goals (X2). Based on the results of data analysis using LISREL 8.80,

The first second order measurement model of the servant leadership construct using Lisrel 8.80 is as shown in Figures 3 and 4

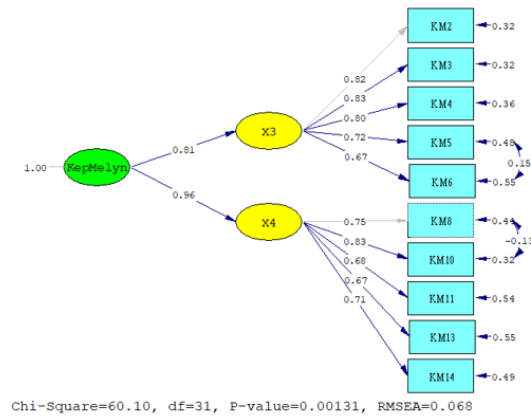


Fig. 3.2ndCFA (Standardized) Model of the Servant Leadership Construct

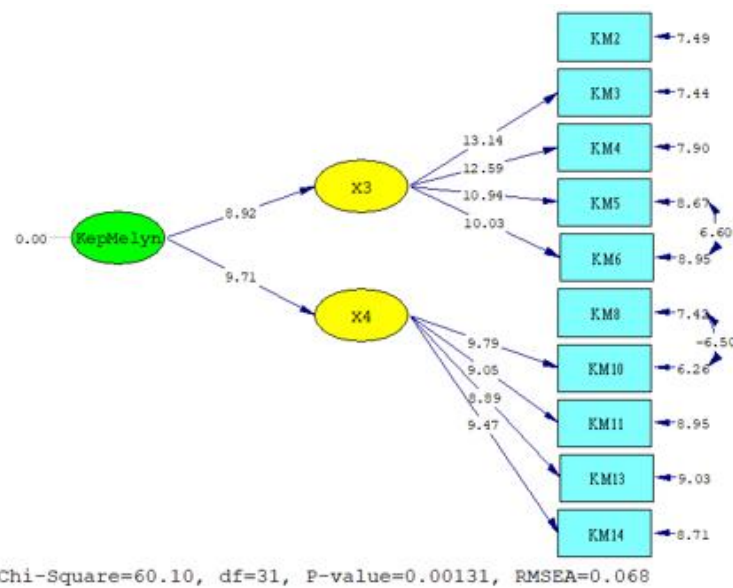


Fig. 4.2ndCFA (T-Value) Model of the Servant Leadership Construct

3.5. Validity and Reliability Test of Servant Leadership Construct Indicators

The servant leadership construct is built on two sub-constructs, namely Serving (X3), Focus on Goals (X4) and each dimension is measured by several indicators. Based on Figure 5.8 and Figure 5.9 above, the next step is to analyze the measurement model of the servant leadership construct using First Order Confirmatory Factor Analysis (CFA) of each indicator of the servant leadership construct.

3.6. Validity and Reliability Test of Servant Leadership Construct Indicators (Second Order)

The servant leadership construct consists of two dimensions, namely serving (X6), Focusing on goals (X7). Based on Figure 5.6 and Figure 5.7 above, the next step is to analyze the measurement model of the servant leadership construct using Second Order Confirmatory Factor Analysis (CFA) for each dimension of the leadership constructj serve.

3.7. Confirmatory Factor Analysis(CFA) Construct of Reward

The reward construct is built on two dimensions, namely Intrinsic (X5), Kindness (X6) and Extrinsic. Based on the results of data analysis using LISREL 8.80,

The first second order measurement model of the Trust construct using Lisrel 8.80 is as shown in Figure 5 and Figure 6

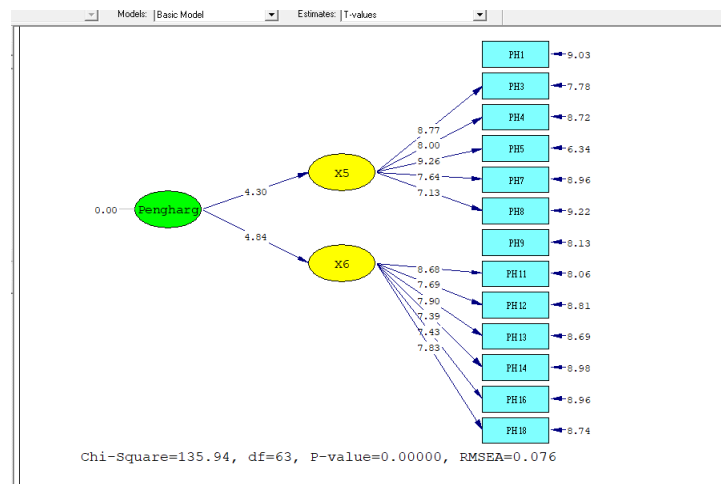


Fig. 5.The (Standardized) 2ndCFA Model of the Award Construct

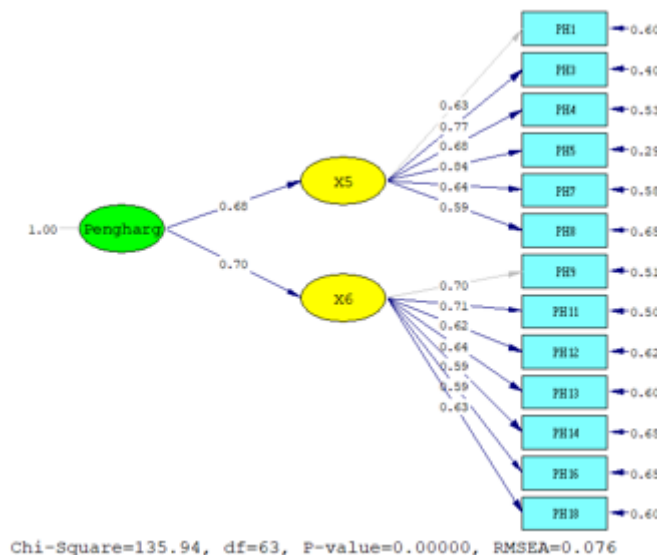


Fig. 6.2ndCFA (t-Value) Model of the Rewards Construct

3.8. Validity and Reliability Test of Award Construct Indicators (First Order)

The Trust construct is built on three sub-constructs, namely Intrinsic (X5), Extrinsic (X6) and each dimension is measured by several indicators. Based on Figure 5.10 and Figure 5.11 above, the next step is to analyze the reward construct measurement model with First Order Confirmatory Factor Analysis (CFA) of each indicator of the Award construct, as shown in Table 5.16 below.

3.9. Validity and Reliability Test of Award Construct Indicators (Second Order)

The Trust construct is built on two sub-constructs, namely Intrinsic (X5), Extrinsic (X6). Based on Figure 5.8 and Figure 5.9 above, the next step is to analyze the reward construct measurement model with Second Order Confirmatory Factor Analysis (CFA) of each dimension of the Reward construct. Confirmatory Factor Analysis (CFA) Organizational Commitment Construct

The organizational commitment construct is built on three dimensions, namely affective commitment (Y4), normative commitment (Y5), and continuance commitment (Y6). Based on the results of data analysis using LISREL 8.80.

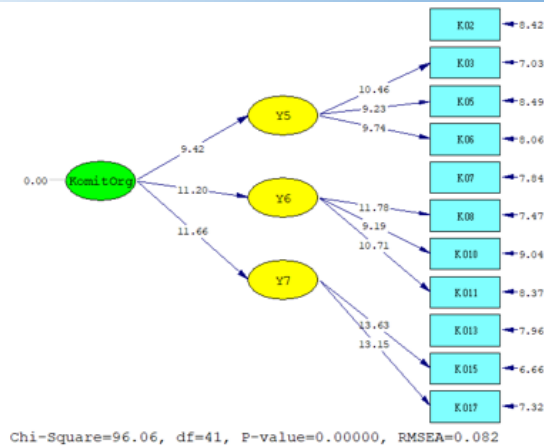


Fig. 7.(Standardized) 2ndCFA Model of the Construct of Organizational Commitment

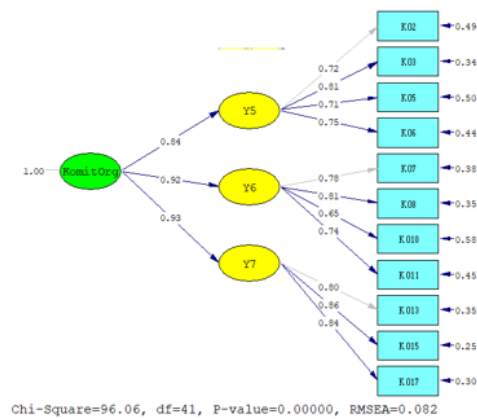


Fig. 8.2ndCFA (t-Value) Model of the Organizational Commitment Construct

3.10. Validity and Reliability Test of Organizational Commitment Construct Indicators (First Order)

The organizational commitment construct is built on three sub-constructs, namely Affective Commitment (Y4), Normative Commitment (Y5), and Continuance Commitment (Y6) and each dimension is measured by several indicators. Based on Figure 5.12 and Figure 5.13 above, the next step is to analyze the organizational commitment construct measurement model using First Order Confirmatory Factor Analysis (CFA) of each indicator of the organizational commitment construct.

3.11. Validity and Reliability Test of Organizational Commitment (Second Order) construct indicators

The Organizational Commitment construct is built on three sub-constructs, namely Affective Commitment (Y5), Normative Commitment (Y6), and Continuance Commitment (Y7). Based on Figure 5.10 and Figure 5.11 above, the next step is to analyze the organizational commitment measurement model using Second Order Confirmatory Factor Analysis (CFA) from each dimension of the organizational commitment construct.

3.12. Confirmatory Factor Analysis(CFA) Job Satisfaction Construct

The Job Satisfaction construct is built on four dimensions, namely superiors (Y4), promotions (Y5), benefits (Y6) and operating procedures (Y7). Based on the results of data analysis using LISREL 8.80.

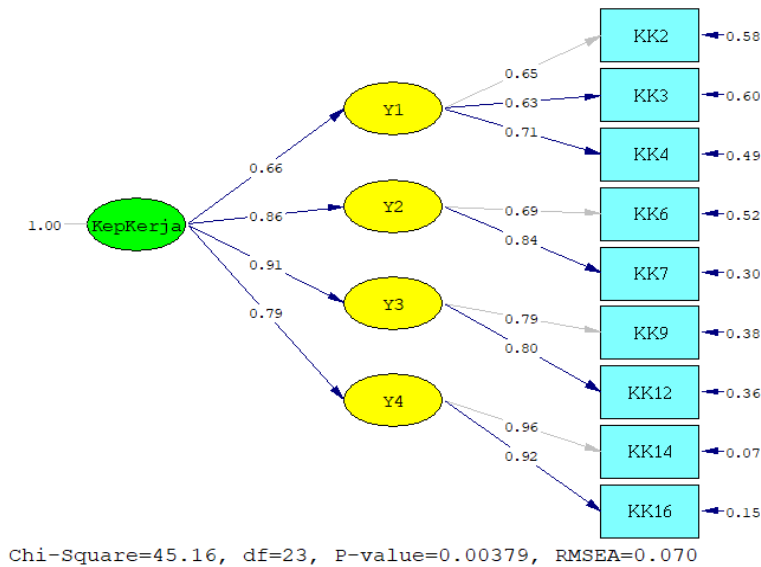


Fig. 9.(Standardized) 2ndCFA Model of Job Satisfaction Construct

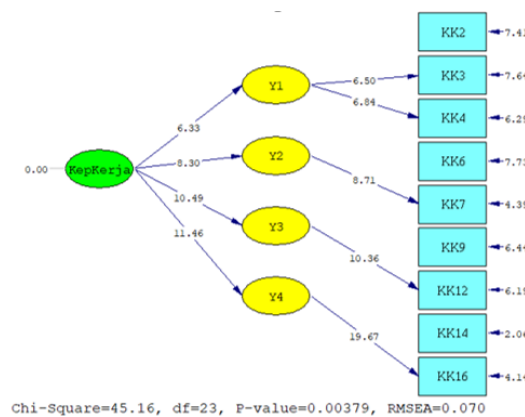


Fig. 10. F2ndCFA (t-Value) Model of Job Satisfaction Construct

3.13. Validity and Reliability Test of Job Satisfaction Construct Indicators (First Order)

The job satisfaction construct is built on four sub-constructs, namely superiors (Y1), promotions (Y2), contingent rewards (Y3) and operational procedures (Y4) and each dimension is measured by several indicators. Based on Figures 5.14 and 5.15. above, the next step is to carry out an analysis of the job satisfaction construct measurement model using First Order Confirmatory Factor Analysis (CFA) of each indicator of the job satisfaction construct.

3.14. Validity and Reliability Test of Job Satisfaction Construct Indicators (Scond Order)

The Job Satisfaction construct is built on four sub-constructs: superior (Y1), promotion (Y2), contingent reward (Y3) and operating procedure (Y7). Based on Figure 5.12 and Figure 5.13 above, the next step is to analyze the job satisfaction measurement model using Confirmatory Factor Analysis (CFA) Second Order from each dimension of the job satisfaction construct.

3.15. Confirmatory Factor Analysis (CFA)Overall Model (Hybrid Model)

After analyzing the measurement model for each construct, it produces a Confirmatory Factor Analysis (CFA) model with a goodness of fit test (GOF), good validity and reliability for each construct. The next stage is to combine the five CFA model constructs to produce a hybrid model (full SEM).

The seven suitability measures obtained have good fit measurement model suitability indices, namely GFI, RMSEA, NNFI, NFI, RFI, IFI and CFI. Meanwhile, another suitability measure has a marginal fit measurement model suitability index, namely AGFI. Thus, it can be continued with the next hybrid model measurement analysis. The Hybrid Model (Full SEM) using Lisrel 8.80 is as shown in Figures 5.16 and 5.17:

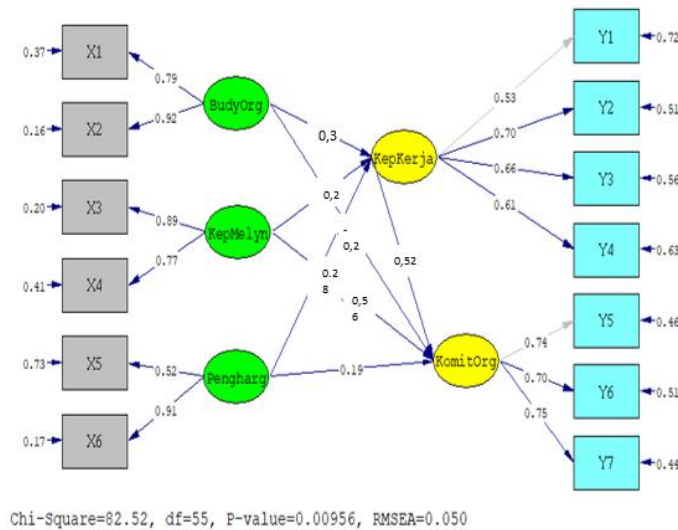


Fig. 11. Hybrid Model (Full SEM) Standardiz

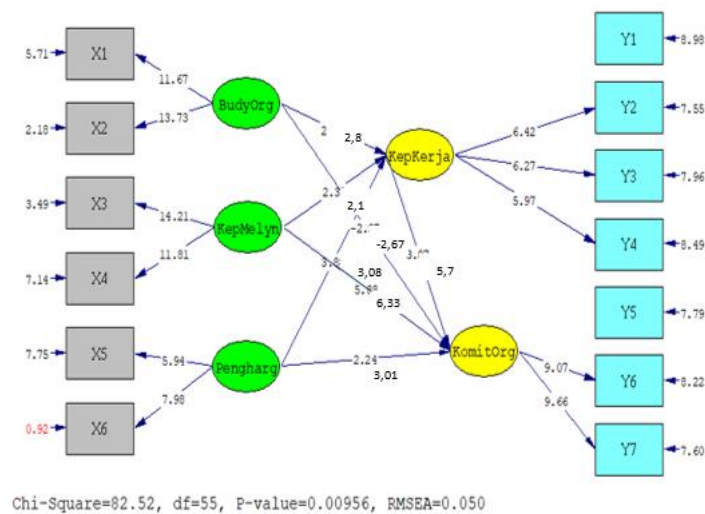


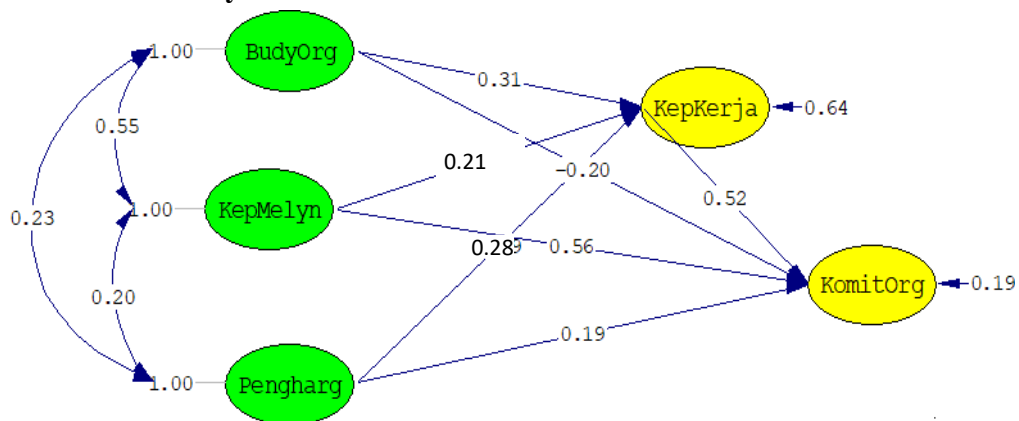
Fig. 12. Hybrid Model (Full SEM) t-value

It is known that all indicators in the formation of the exogenous latent variables Organizational Culture, Service Leadership and Rewards, as well as the endogenous latent variables Organizational Commitment and Job Satisfaction have good validity, this is shown by all indicators having a Standardized Loading Factor (SLF) ≥ 0.5 and a tcount value ≥ 1.96 (at $\alpha = 0.05$) (Hair, at.all., 2006). Likewise, both exogenous and endogenous latent variables have good model reliability, this is shown by all variables having construct reliability values greater than 0.70 ($CR > 0.70$) and variance extracted values greater than 0.50 ($VE > 0.50$). Then the validity of the indicators in forming latent variables, namely the indicators of Steps to strengthen organizational culture (X2), is the indicator with the greatest validity with a standardized loading factor value of 0.91 in forming organizational culture. Meanwhile, the Primary Characteristics indicator (X1) is the indicator with the smallest validity with a standardized loading factor value of 0.80. Construct reliability and extracted variance of the promotion variable is 0.84412 and 0.73109.

This shows that the indicators are significant in forming the latent variable of organizational culture with the indicator Steps to strengthen organizational culture (X2 is the dominant indicator in forming the latent variable of organizational culture

Then, the validity of the indicator in forming the latent variable, namely the Serving indicator (X3), is the indicator with the greatest validity with a standardized loading factor value of 0.91 in forming servant leadership. Meanwhile, the Focus on Goals indicator (X4) is the indicator with the smallest validity with a standardized loading factor value of 0.75. Construct reliability and extracted variance of the promotion variable is 0.82119 and 0.69858. This shows that the indicators are significant in forming the latent variable for serving leaders with the serving indicator. (X3) is the dominant indicator in forming the latent variable of serving leadership. Extrinsic indicator validity (X6) is the indicator with the largest standardized loading factor with a standardized loading factor value of 0, 97 in forming reward variables. Meanwhile, the Intrinsic indicator (X5) is the indicator with the smallest standardized loading factor, namely 0.52. Construct reliability and extract variance of the award variable are 0.68151 and 0.55478. This shows that the indicators are significant in forming the latent variable of award with the Extrinsic indicator (X6) being the dominant indicator in forming the Award latent variable. The validity of indicators in forming the latent variable of job satisfaction with the Contingent Reward indicator (Y3) is the indicator with the greatest validity with a standardized loading factor value of 0.65 in forming the job satisfaction variable. Meanwhile, the Promotion (Y2) and Operating Procedure (Y4) indicators are indicators with validity. smallest with a standardized loading factor value of 0.61. Construct reliability and extracted variance variable Trust is 0.71760 and 0.38864. This shows that the indicators are significant in forming the latent variable job satisfaction Contingent Reward (Y3)), Promotion (Y2) and Operating procedure (Y4) are equally dominant indicators in forming the latent variable Job Satisfaction. Likewise with the validity of indicators in forming the latent variable organizational commitment, Normative Commitment (Y6) is the indicator with the greatest validity with a standardized loading factor value of 0.84 in forming the organizational commitment variable. Meanwhile, Affective Commitment (Y5) is the indicator with the smallest validity with a standardized loading factor value of 0.80. The construct reliability and extracted variance of the organizational commitment variable are 0.86282 and 0.

3.16. Structural Model Analysis



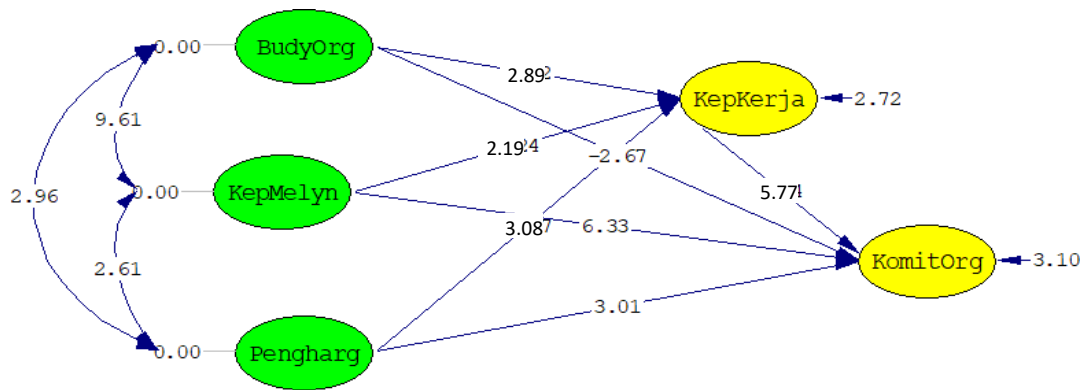
Chi-Square=2639.03, df=1367, P-value=0.00000, RMSEA=0.068

Fig. 13. Structural Model (Standardized)

Structural model analysis was carried out with the aim of examining the relationship between latent variables (Latent Variables or LV) in the research model. This study also tests various hypotheses proposed and explained in the previous chapter. There are two forms of testing carried out in structural model analysis, namely the overall model suitability test (GOF) and the structural model suitability test.

The overall model suitability test has the same stages as the measurement model suitability test. The results of this suitability test are in the form of Goodness Fit of Statistics (GOF) values. Meanwhile, the suitability test of the structural model is carried out by examining the significance of

the estimated coefficients. If the value of $|t| \geq 1.96$, then this indicates that the coefficient is significant. The structural model suitability test is the same as the suitability test for the full model as shown in Table 5.25 above. Then, based on the results of the analysis with Lisrel 8.80, the overall structural equation model was obtained which can be seen in Figure 5.18 and Figure 5.19 below.



Chi-Square=2639.03, df=1367, P-value=0.00000, RMSEA=0.068

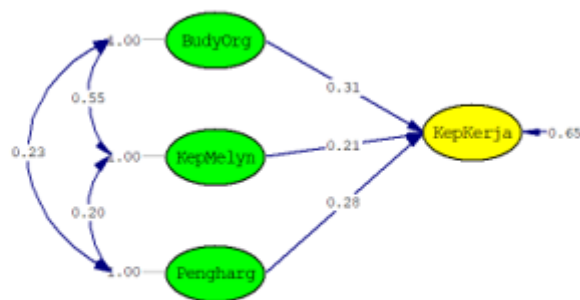
Fig. 14. Structural Model (t-value)

Based on Figure 14, it can be seen that there is a relationship between the independent variable and the dependent variable. The results of testing the significance of the relationship between latent variables, or the path between two latent variables, can be seen in Table 5.26 below. The resulting coefficient values are shown along with the tvalue. If the structural path has a tvalue ≥ 1.96 , then the coefficient of the path is declared significant, and if the tvalue < 1.96 , it is concluded that the coefficient of the path is not significant.

After carrying out measurement analysis and structural analysis, the next step is to test the hypothesis as follows:

1) *Testing the influence of organizational culture, servant leadership and rewards together on job satisfaction*

This test was carried out to test hypotheses 1, 2, and 3. The first hypothesis (H1) states that organizational culture influences job satisfaction. The second hypothesis (H2) states that servant leadership influences job satisfaction; The third hypothesis (H3) states that rewards have an effect on job satisfaction. Based on the output obtained using the Lisrel 8.80 program for structural model 1 (standardized and t-value model) and structural equation 1, in accordance with the three hypotheses proposed above it can be seen as below This.



Chi-Square=1955.55, df=854, P-value=0.00000, RMSEA=0.080

Fig. 15. Structural Model 1 (Standardize)

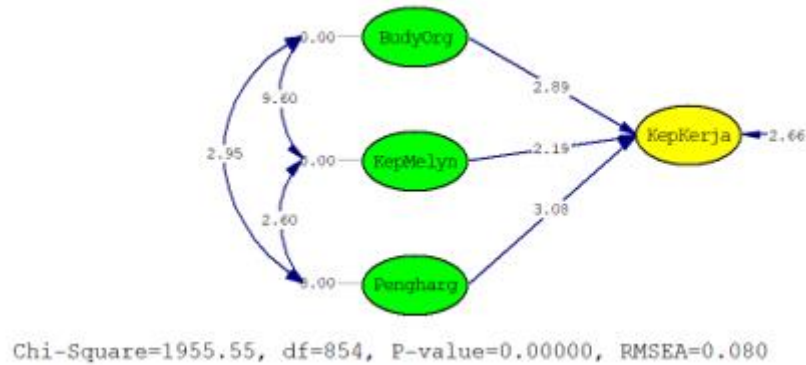


Fig. 16. Structural Model 1 (t-value)

$$\text{KepKerja} = 0.306(2.89) * \text{BodyOrg} + 0.21(2.19) * \text{KepMelyn} + 0.28(3.08) * \text{Award}, \text{Errorvar.} = 0.651, R^2 = 0.346 (2.663)$$

The influence of organizational culture variables, servant leadership and appreciation on job satisfaction can be described as follows:

1) The influence of organizational culture on job satisfaction

The first hypothesis (H1) states that organizational culture has a positive and significant effect on job satisfaction. Based on Figure 5.20 and Figure 5.21 or structural equation 1 above, it can be seen that the path coefficient of the organizational culture variable on job satisfaction is 0.31 with large tcount and ttable values. $2.89 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient indicates that the direct contribution of organizational culture to Trust is $(0.31)^2 = 0.0966$ or 9.66%. Thus, organizational culture has a positive and significant influence on job satisfaction, or in other words, Hypothesis 1 (H1) is accepted.

2) The influence of servant leadership on job satisfaction.

The second hypothesis (H2) states that servant leadership has a positive and significant effect on job satisfaction. It can be seen that the path coefficient of the servant leadership variable on job satisfaction is 0.21 with tcount and ttable values of $2.19 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient shows that the contribution of servant leadership to job satisfaction is $(0.21)^2 = 0.0441$ or 4.41%. Thus, servant leadership has a positive and significant effect on job satisfaction or in other words, Hypothesis 2 (H2) is accepted.

3) The influence of rewards on job satisfaction.

The second hypothesis (H3) states that appreciation has a positive and significant effect on job satisfaction. It can be seen that the path coefficient of the reward variable on job satisfaction is 0.41 with tcount and ttable values of $3.08 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient shows that the contribution of rewards to job satisfaction is $(0.28)^2 = 0.244$, or 24.4%. Thus, rewards have a positive and significant effect on job satisfaction or in other words, Hypothesis 2 (H3) is accepted.

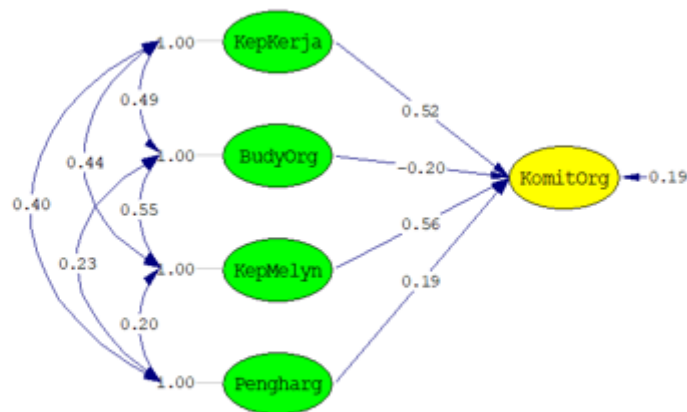
4) The influence of organizational culture, servant leadership and appreciation together on job satisfaction

The third hypothesis (H4) states that Organizational Culture, Service Leadership and Rewards together have a positive and significant effect on job satisfaction. It can be seen that the coefficient of determination (R^2) for the Organizational Culture, Service Leadership and Reward variables together on job satisfaction is 0.346 with Fcount and Ftable values of $2.67 > 2.65$, so it can be said to be significant. The magnitude of the coefficient of determination (R^2) shows that the contribution of Organizational Culture, Service Leadership and Rewards together to job satisfaction is 34.6%, while 65.4% is the influence outside Organizational Culture. Service leadership and appreciation The variable that has the most dominant influence on job satisfaction is the organizational culture variable. Thus, organizational culture, service leadership and appreciation together have a positive and significant effect on job satisfaction, in other words, Hypothesis 4 (H4) is accepted. The

coefficient of determination (R²) is the total direct and indirect influence of the variables Organizational Culture, Servant Leadership and Reward together, which can be seen in Table 5.27 below.

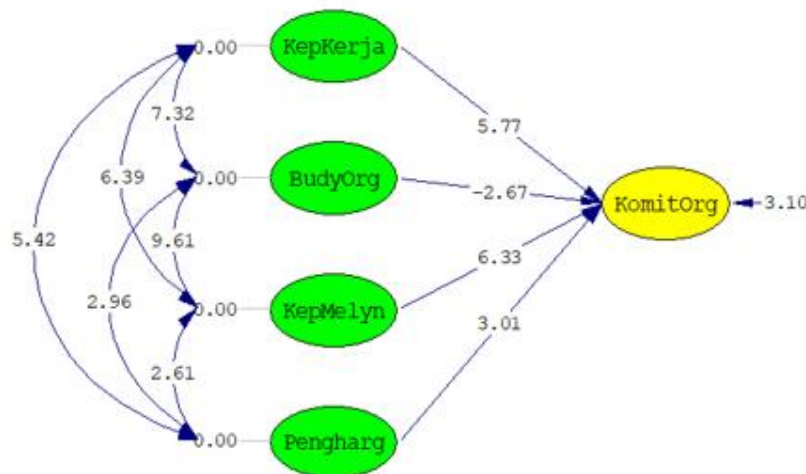
2) *The influence of organizational culture, servant leadership and appreciation together on organizational commitment*

In this section, the fifth to ninth hypotheses (H5, H6, H7, and H8 and H9) will be tested. The fifth hypothesis (H5), states that organizational culture has a positive and significant effect on organizational commitment; The fifth hypothesis (H6), states that servant leadership has a positive and significant effect on organizational commitment; The seventh hypothesis (H7), which states that appreciation has a positive and significant effect on organizational commitment; The eighth hypothesis (H8), namely that appreciation has a positive and significant effect on organizational commitment and the 9th hypothesis (H9). Organizational Culture, Servant Leadership, Rewards and Job Satisfaction together influence Organizational Commitment.



Chi-Square=2639.03, df=1367, P-value=0.00000, RMSEA=0.068

Fig. 17. Structural Model2 (Standardize)



Chi-Square=2639.03, df=1367, P-value=0.00000, RMSEA=0.068

Fig. 18. Structural Model 2 (t-value)

$$\text{CommitOrg} = 0.52 (5.77) * \text{KepKerja} - 0.20(2.67)*\text{BudyOrg} + 0.56 (6.33)*\text{KepMelyn} + 0.19(3.01) * \text{Award}, \text{Errorvar.} = 0.192, R^2 = 0.808 (3.104)$$

The influence of organizational culture, servant leadership and rewards and job satisfaction together on organizational commitment can be described as follows:

- 1) The Influence of Organizational Culture on Organizational Commitment The fifth hypothesis (H5), states that Organizational Culture has no effect on Organizational Commitment. Based on Figure 5.22 and Figure 5.23 or structural equation 2 above, it can be seen that the path coefficient for the Organizational Culture variable on Organizational Commitment is -0.20 with a t value smaller than t table and ttable is large ($-2.67 < -1.96$), so it can be said to be significant. The magnitude of the path coefficient shows that the magnitude of Organizational Culture on Organizational Commitment is $(-0.20)^2 = 4.0\%$, while the indirect influence of organizational culture on organizational commitment is with a contribution of 16.12% (0.31×0.52) so that the total influence of organizational culture on organizational commitment with a contribution of 20.12%.
- 2) The Influence of Servant Leadership on Organizational Commitment, The sixth hypothesis (H6) states that Servant Leadership has an effect on Organizational Commitment. Based on Figure 5.22 and Figure 5.23 or structural equation 2 above, it can be seen that the path coefficient for the Servant Leadership variable on Organizational Commitment is 0.56 with tcount and ttable values of $6.331 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient shows that the contribution of servant leadership to Organizational Commitment is $(0.56)^2 = 31.36\%$, while the indirect effect of servant leadership on organizational commitment is 10.92% (0.21×0.52). so the total influence of servant leadership on organizational commitment with a contribution of 42.28%. so it can be said to be significant...
- 3) The Effect of Rewards on Organizational Commitment, The seventh hypothesis (H7) states that appreciation influences organizational commitment. Based on Figure 5.22 and Figure 5.23 or structural equation 2, it can be seen that the path coefficient for the variable Reward on Organizational Commitment is 0.19 with tcount and ttable values of $3.01 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient shows that the direct influence of awards on Organizational Commitment is $(0.19)^2 = 0.0361$, or 3.61%, while the indirect effect of Awards on Organizational Commitment is 14.56% (0.28×0.52) so that the total influence of awards on organizational commitment with a contribution of 18.17%.
- 4) The Influence of Job Satisfaction on Organizational Commitment, The seventh hypothesis (H8) states that Job Satisfaction has an effect on Organizational Commitment. Based on Figure 5.22 and Figure 5.23 or structural equation 2 above, it can be seen that the path coefficient of the job satisfaction variable on Organizational Commitment is 0.52 with a tcount and ttable value of $5.77 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient shows that the magnitude of the direct contribution of job satisfaction to organizational commitment is $(0.52)^2 = 0.2704$ or 27.04%. Thus, job satisfaction is proven to have a positive and significant effect on organizational commitment or in other words that Hypothesis 8 (H8) is accepted.
- 5) The influence of organizational culture, servant leadership and rewards and job satisfaction together on organizational commitment, The ninth hypothesis (H9) states that organizational culture, service leadership and rewards and job satisfaction together have a positive and significant effect on organizational commitment. Based on Figure 5.22 and Figure 5.23 or structural equation 2 above, it can be seen that the coefficient of determination (R²) is large for organizational culture, Service leadership and appreciation and job satisfaction together on organizational commitment are 0.808 or 80.8% with Fcount and Ftable values of $3.104 > 2.65$, so it can be said to be significant. The large coefficient of determination (R²) shows that the contribution of organizational culture, servant leadership, and rewards and job satisfaction together to organizational commitment is 80.8%, while it is 19.2% is a large influence outside the variables of organizational culture, servant leadership, and appreciation and satisfaction. The variable that has the most dominant influence on organizational commitment is the servant leadership variable. Thus, organizational culture, servant leadership, appreciation and job satisfaction together have a positive and significant effect on organizational commitment so that Hypothesis 9 (H9) is accepted.

Direct and indirect influence of organizational culture on organizational commitment through job satisfaction

The direct influence of organizational culture on organizational commitment is $(-0.20)^2 \times 100\% = 0.040(4.00\%)$, while the indirect influence of organizational culture on organizational commitment through job satisfaction is $(0.31 \times 0.52 \times 100\%) = 16.12\%$. This shows that organizational culture can increase organizational commitment both directly and indirectly through job satisfaction, but the

indirect influence is more dominant on job satisfaction on PORDASI. Organizational commitment will increase further if job satisfaction at PORDASI is able to increase organizational commitment through the organizational cultural environment. So, regarding the influence of organizational culture on organizational commitment, the job satisfaction variable is a partial mediating variable.

Direct and indirect influence of servant leadership on organizational commitment through job satisfaction

Influence direct leadershipserving on organizational commitment is $(0.56)^2 = 0.3136$ (31.36%), while the indirect effect of servant leadership on organizational commitment through job satisfaction is $(0.21 \times 0.52 \times 100\%) = 10.92\%$. This shows that servant leadership can increase organizational commitment directly, but the direct influence is more dominant. Fisherman leadership that applies to PORDASI can increase organizational commitment without going through job satisfaction. So on the influence of servant leadership on organizational commitment, the job satisfaction variable is a variable anmediating (non-intervening).

Direct and indirect influence of appreciation on organizational commitment through job satisfaction

The direct effect of awards on organizational commitment is $(0.19)^2 \times 100\% = 0.0361$ (3.61%), while the indirect effect of awards on organizational commitment through job satisfaction is $(0.28 \times 0.52 \times 100\% = 15.56\%$ This shows that awards can increase organizational commitment both directly and indirectly through job satisfaction, but the indirect influence is more dominant. Organizational commitment to PORDASI will increase further if the awards that apply to PORDASI are able to increase job satisfaction in the reward policy so that on the influence of rewards on organizational commitment, the job satisfaction variable is a partial mediating (partial intervening) variable.

4. Conclusion

The results of this research reveal that in the regional context of PORDASI administrators, Organizational Culture, Servant Leadership, Rewards, and Job Satisfaction have a significant role in influencing various organizational aspects. A positive and strong organizational culture can actually increase employee job satisfaction, while servant leadership which includes humility also has a significant positive impact on job satisfaction. Rewards, especially intrinsic rewards such as self-development, also make a positive contribution to Job Satisfaction. Furthermore, Organizational Culture, Servant Leadership, and Rewards together play an important role in explaining Job Satisfaction, with Organizational Culture having the most dominant influence.

However, interestingly, Organizational Culture does not have a significant influence on Organizational Commitment, indicating that organizational commitment does not completely depend on organizational culture in the PORDASI environment. In contrast, Servant Leadership and Rewards appear to have a stronger role in increasing Organizational Commitment, with Job Satisfaction also contributing to this commitment through the Promotion dimension. Overall, these findings provide important insights into how these factors interact and influence organizational dynamics in the context of PORDASI.

References

- [1] Alim Hidayat, Jurnal AKADEMIKA; Vol. 17. No.2 , 2019," Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja karyawan pada PT. Asuransi Binagriya Upakara" 2019
- [2] Aliyas Mandri, Asmara Hendra Komara, dan David, Jurnal PROCURATIO Vol. 6 No. 4, 2018" Pengaruh Kepemimpinan, Komitmen, Budaya Organisasi Dan Motivasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Di Dinas Pekerjaan Umum Dan Penataan Ruang (PUTR)) Kabupaten Rokan Hilir." 2018
- [3] Astohar.(Totalwin Semarang Vol.3 No. 2.2012). Kepemimpinan (Servant Leadership) Sebagai Gaya Kepemimpinan untuk Kemajuan Organisasi. Jurnal STIE
- [4] Dwi Junianto dan Joko Sabtohadhi, Jurnal Ilmu-Ilmu Ekonomi, Volume 12 Nomor 2, 2019," Pengaruh Budaya Organisasi Dan Lingkungan Organisasi Terhadap Kepuasan Kerja Dan Komitmen Organisasi pada PT. Wahyu Daya" 2019

- [5] Deswita Satria, Jurnal Al-Hikmah Vol. 15 No. 2, 2018. Pengaruh Budaya Organisasi dan Kepemimpinan terhadap Kinerja Pengurus Cabang Olahraga dan Prestasi Atlet KONI Riau
- [6] Ester Rantung, Jurnal Riset Bisnis Dan Manajemen Vol 3, No 2, 2015, Analisis Pengaruh Budaya Organisasi, Gaya Kepemimpinan Melayani Terhadap Kinerja Pegawai Yang Dimediasi Oleh Kepuasan Kerja (Studi Pada Pegawai Kantor Sinode Gereja Masehi Injili di Minahasa)
- [7] Firmananda Hutama Akbar, Djamhur Hamid dan Mochammad Djudi,, Jurnal Administrasi Bisnis (JAB)|Vol. 38 No.2, 2016,” Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kinerja Karyawan (Studi Pada Karyawan Tetap PG Kebon Agung Malang)”
- [8] Fatmah Bagis1) ,Akhdad Darmawan2) , Arini Hidayah3) , Mastur Mujib Ikhsani4) Jurnal Ilmiah Ekonomi Islam, ISSN: 2477-6157; E-ISSN 2579-6534. 2020 Pengaruh Gaya Kepemimpinan dan Budaya Organisasi dengan Mediasi Kepuasan kerja pada Komitmen Organisasi Studi Kasus pada Pegawai Lembaga Pendidikan Islam di Purwokerto.2020
- [9] Fery Yanuar Martedy., Industrial Engineering Journal Vol.7 No.1 10-16 ISSN 2302-934X.,E-ISSN 2614-2910., Pengaruh Budaya Organisasi dan Gaya Kepemimpinan terhadap Motivasi Kerja serta Dampaknya pada Kepuasan Kerja Karyawan (Studi Kasus di BAWASLU Pusat) (2018)
- [10] Gst. Md. Ngr. Tyas Febri Yoga Pratama dan Gusti Made Suwandana E-Jurnal Manajemen, Vol.9,No.2,2020.576-596: Budaya Organisasi GayaKepemimpinan, Dan Kepuasan Kerja Berpengaruh Terhadap Komitmen Organisasi Karyawan perusahaan oleh-oleh khas Bali, Cening Ayu di Batubulan,
- [11] Gst. Md. Ngr. Tyas Febri Yoga Pratama dan Gusti Made Suwandana E-Jurnal Manajemen, Vol. 9, No. 2, 2020,” Budaya Organisasi, Gaya Kepemimpinan, Dan Kepuasan Kerja Berpengaruh Terhadap Komitmen Organisasi Karyawan perusahaan oleh-oleh khas Bali, Cening Ayu di Batubulan”, Gianya, 2020. <https://doi.org/10.24843/EJMUNUD.2020.v09.i02.p09r>.
- [12] Herlina JR Saragih; INTEGRALI STIK No.1/Th. XXIX/2018 Pengaruh Kepemimpinan, Budaya Organisasi Dan Keadilan i°Prosedural Terhadap Komitmen Organisasi (Studi Pegawai Sekretariat Daerah Pemprov.DKI i akarta Dan Pemprov.Sumut. 2018
- [13] H.Teman Koesmono Educational Research International Vol.3(4) August 2014 ISSN: 2307-3721, e ISSN: 2307-3713. Pengaruh Budaya Organisasi, Kepemimpinan melayani, dan Kepuasan kerja Terhadap Komitmen Organisasi dan Prestasi Kerja Melalui Motivasi Kerja Sebagai Variabel Pemoderasi Bagi Dosen jurusan Ekonomi dan Manajemen pada Catholic University Widya Mandala Surabaya, East Java, INDONESIA.,2014
- [14] I kadek Mahendra Made Subudi; Pengaruh Iklim Organisasi Dan Sistem Reward Terhadap Kepuasan Kerja Dan Komitmen Organisasional Pada Cv.Wiracana. 2019
- [15] Laksmi Sito Dwi Irvianti; Rido Justisia Prabowo; Gugi Abdel Permana BINUS BUSINESS REVIEW Vol. 3 No. 1 Mei 2012: 425-435. Pengaruh Budaya Organisasi, Kepemimpinan, Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Cv Surya Raya. 2012
- [16] Maria Magdalena Minarsih , urnal value added Majalah ekonomi dan bisnis volume 6 no.1, 2009 “Pengaruh Penghargaan, Promosi Jabatan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Di Universitas Pandanaran Semarang”,2009
- [17] Megawati, SE, Mm, Nurul Syahna.,JMI Vol 9 (1). “Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dengan Persepsi Dukungan Organisasional Sebagai Variabel Moderasi pada Staf Keperawatan Rumah Sakit Ibu dan Anak (RSIA) Pemerintah Aceh”2018
- [18] Muhammad Sahem, Ichsan Ichsan, Naufal Bachri Jurnal manajemen Indonesia. ISSN 2797.-3945. Vol 5, No 1. Servant Leadership dan Kompetensi Komunikasi:Dampaknya terhadap Kepuasan dan Kinerja Pendamping Program Keluarga Harapan (PKH) di Aceh Utara. 2020.
- [19] Ni Made Dwi Puspitawati dan I Gede Riana.,Jurnal Manajemen Strategi Bisnis dan Kewirausahaan Vol.8 No.1, 2014, “Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kualitas Layanan, 2014
- [20] Nasim Khajehpour, MA, Mostafa Baharlou, MA, Kiumars Beshlideh, PhD, Mohammad Montakhab Yeganeh, MA International Journal of Psychology Vol. 10, No. 2, Summer & Fall 2016 PP. 55-81. Pengaruh Kepemimpinan yang Melayani pada Komitmen Organisasional; Mediasi Peran Pemberdayaan Psikologis dan Keadilan Organisasi pada karyawan kontrak Eksploitasi Migas Maroun.2016
- [21] Syamsul Anwar ,Vol 3, No 2, 2015: 137-147., U niversitasJurnal Ilmiah Psikologi” Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Komitmen Organisasi Purna Paskibraka Indonesia Kabupaten Kutai Kartanegara. 2015
- [22] Sri Sukarni Katamwatiningsih1 , Kardoyo2 , Kasmadi Imam Supardi3 , Fakhruddin4 , Titi Prihatin European Journal of Molecular & Clinical Medicine ISSN 2515-8260 Volume 07, Issue 01, 2020., Apakah Kepemimpinan Transformasional , Budaya Organisasi Dan Komitmen Organisasional

Mempengaruhi Perilaku Organisasi Kewarganegaraan ? : Pada Organisasi balai diklat agama Pusat Di Semarang

- [23] See-Kwong Goh1 & Brian Zhen-Jie, *Low International Journal of Business and Management*; Vol. 9, No. 1; 2014 ISSN 1833-3850 E-ISSN 1833-8119,.
- [24] Pengaruh Kepemimpinan Melayani Terhadap Komitmen Organisas Peran Mediasi Kepercayaan di beberapa perusahaan riset pasar di Malaysia. 2014
- [25] Wike Santa Mira dan Margaretha, *Jurnal Manajemen*, Vol.11, No.2,i 2012' Pengaruh Servant Leadership Terhadap Komitmen Organisasi Dan Organization Citizenship Behavior", 2012
- [26] Wiwiek Harwiki Dr. Soetomo University Surabaya, *Indonesia Journal of Economics and Behavioral Studies* Vol. 5, No. 12, pp. 876-885, Dec 2013 (ISSN: 2220-6140) Pengaruh Kepemimpinan melayani Terhadap Budaya Organisasi, Komitmen Organisasi, Perilaku Kewarganegaraan Organisasi dan Kinerja Karyawan (Studi kasus pada Pengurus Koperasi di Provinsi Jawa Timur, Indonesia)
- [27] Yan Kurnia Hendrawan dan Salamah Wahyuni, *Jurnal Bisnis & Manajemen* 2016, Pengaruh Pelatihan-Pengembangan Dan Motivasi Terhada peningkatan Kinerja Pegawai Dengan Mediasi Komitmen Organisasi pada PT PLN (Persero) P3BJB APP Madiun."2016.