

THE EFFECT OF LEADERSHIP AS MODERATING VARIABLE FOR THE INFLUENCE OF WORK SATISFACTION AND ACHIEVEMENT MOTIVATION OF EMPLOYEE COMMITMENTS

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Abstract

A high or low commitment of an employee becomes an essential aspect for an organization. If every employee has a strong commitment, the staff will provide the best performance for the company and the best service to the community. Human resources commitment represents one of the keys factors that determine the success of an organization and supports the management to achieve its goals. It was proved in several studies that job satisfaction is positively associated with engagement, so employee job satisfaction influences work commitments. In this context, achievement motivation represents the need of each individual to do better than others and to achieve higher results.

This study aims to identify the relationship between three main indicators that give a complex overview of the staff implication in a public institution: job satisfaction, achievement motivation towards employee work commitment and moderating leadership. The study took place at the University of North Sumatra, Indonesia, in 2019. Using a sample of 91 respondents divided into 15 work units, the results of the study proved that job satisfaction has a significant effect on employee working commitments (with p-value $-0.00 < 0.05$) and achievement motivation (with X2 p-value $0.002 < 0.05$). Also, job satisfaction has a significant effect on employee's commitment (with a p-value $-0.00 < 0.05$), achievement motivation on employee's commitment (with a value of X2 p-value $0,000 < 0.05$) and Leadership has a significant effect on employee commitment employee (with a p-value $-0.00 < 0.05$).

This research suggests that companies should pay more attention to job satisfaction, achievement motivation and leadership so that employees to have a higher commitment to work, starting from the example of the University of North Sumatra.

Keywords: job satisfaction, achievement motivation, leadership, work commitment

JEL Code: J54, L25, P17.

1. Introduction

The performance of government related to the human resources engaged in public sector shows that the employee's commitment issue became critical in accordance with the employee performance. This reality stresses the need for every employee to develop a strong dedication to providing the best performance for the country and the best service to the community. Employee commitment is one of the keys that help to determine the success of an organization (Kowalczyk and Kucharska, 2020). Employees who are

committed to the organization usually show a work attitude that is attentive to their duties; they have a very high responsibility to carry out the tasks and are very loyal to the institution where they work. Zagenczyk et al. (2020) state that there are two reasons why organizations must make various efforts to increase the degree of organizational commitment in the workplace. First, the higher the employee's engagement is, the greater the effort he does in carrying out the work will be. Second, the higher the employee's commitment is, the longer he wants to remain in the organization. In other words, if an employee has a high organizational commitment, then he has no intention of leaving the organization.

Government agencies are expected to have employees with a high work commitment to avoid absenteeism and other related issues (Balfour, & Wechsler, 1996; Shim & Rohrbaugh, 2011; Muda, 2014; Nam et al. 2020). In addition, employees must have a liking attitude and be willing to make efforts to ensure that the organization's objectives are met. Organizational commitment is influenced by job satisfaction, stress/pressure, motivation, fairness, and decision making. Salami (2008) states that commitment to the organization can be influenced by several factors, including demographic factors, emotional intelligence, job satisfaction and achievement motivation.

In several studies, job satisfaction is positively associated with commitment. Employee job satisfaction influences work commitments as defined below (Timmreck in Nugraheny, 2009). Achievement motivation is an individual's need to have better results than other colleagues that encourage individuals to complete tasks more successfully and to achieve higher results (Elliot & Church, 1997). Individuals who have high achievement motivation will be responsible for finding solutions, redesigning goals that are difficult to achieve, accepting risks, and have a strong desire to get feedback for their performance. Also, individuals who have high achievement motivation will try to satisfy their various needs through work and relationships with organizations. Therefore employees who have the motivation to excel will be more committed to the organization as well.

However, in some cases, not all employees have a high work commitment, which is the example of the University of North Sumatra that is the case study for our research. Based on *employee attendance book*, at the University of North Sumatra there is evidence that employees have begun to decline their commitment since 2008. An indication of a decrease in work commitment can be illustrated by a note from personnel that a part of the staff started to be late and in some situations left work earlier. In this context, it became mandatory to look for the cause of the reduced work commitment of employees at the University.

Problems that occur at the University of North Sumatra show that leadership has not been implemented optimally. The enthusiasm of employees working to achieve work performance is still not high. Only about 80% of employees show interest in working to make high performance, which indicates less encouragement of employees at the University of North Sumatra and the lack of achievement motivation among staff. Another fact found by the authors is that many employees at the University of North Sumatra are not so concerned with the results of their performance and productivity. Some of them do not want to accept the risk of their work so that eventually, they are not too loyal and committed to the University of North Sumatra. Also, job satisfaction is still not optimally implemented; an aspect that is seen from the lack of appreciation for work performance.

2. Literature Review

2.1. Work Commitment

Work commitment represents the employee's attachment to the organization where the employee works, accepting the values and goals of the organization and willing to make a real effort to support the company. Someone who has a high commitment allows himself to struggle hard to face challenges and pressures, considering the company goals more important than his one (Buchanan, 1974; Muda & Rafiki, 2014). The characteristics of a job can be a contributing factor to satisfaction at work (Lawler & Hall, 1970; Muda et al., 2014). Employees do their tasks with a feeling of pleasure if the work can provide enough career advancement opportunities and gives them the chance to maximize their abilities through feedback from their colleagues and managers. Also, the skills of the worker are other essential aspects.

2.2. Job Satisfaction

Job satisfaction represents the level of feeling that a person receives from doing his tasks based on a comparison between what an employee gets from his job and what he expected (Currivan, 1999 and Nasir, 2018). Job satisfaction with superiors' leadership style has a considerable influence on employee job satisfaction. If superiors with democratic and charismatic leadership styles will have different job satisfaction with superiors who are Delegative, Strategic, Transactional, Transformational,. On the one hand, the leadership style that prioritizes the performance of the employees will often pay attention to the staff needs and will be focused on creating a good working relationship (Boukis et al., 2020). On the other hand, there are various types of supervisors' leadership styles that affect job satisfaction, including those that are oriented to employee performance and those that strengthen employee participation. This form of attention can be in the form of regular checks on employee performance (Aulia, 2018). It also can provide personal direction and advice to employees who experience difficulties in carrying out their work. In the case of a leadership style that prioritizes employee participation, it can be described as an open attitude given by a superior so that the employee can participate directly in discussions that may affect company performance.

2.3. Achievement Motivation

Hong (2020) state that achievement motivation represents an effort that encourages someone to compete with standards of excellence, where the standards of excellence can be in the form of perfection of tasks. Employees who have high achievement motivation are likely to obtain more top achievements.

2.4. Leadership

Bratton (2020) state that leadership represents the ability to lead in changing the work environment, motivating and inspiring subordinates, applying work patterns and moral values, respecting and paying attention to the needs of subordinates. In this case, subordinates will further optimize performance to meet organizational goals. Leadership can also be considered an ability (Junita et al., 2018), and it cannot be separated from the interactions of the leader with the other employees. Based on the description above, the conceptual framework of this study can be described as follows:

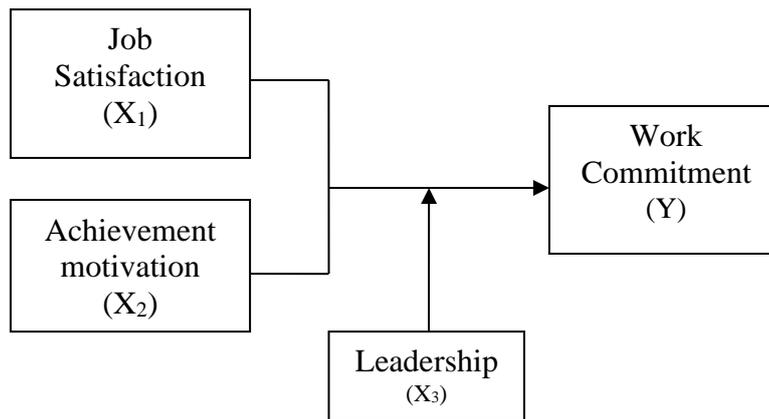


Figure 1. The Conceptual Framework

Based on the problem formulation and conceptual framework that has been described, the research hypothesis in Figure 1 is as follows:

1. Job satisfaction has a positive effect on work commitment of North Sumatra University employees.
2. Achievement motivation has a positive impact on the work commitments of North Sumatra University employees.
3. Job satisfaction and achievement motivation have a positive effect on the work commitment of the employees of the University of North Sumatra.
4. Job satisfaction and achievement motivation with leadership as moderating variables have a positive effect on the work commitments of employees of the University of North Sumatra.

3. METHODS

3.1. Population and Sample

This article represents a quantitative study based on a questionnaire that was conducted at the University of North Sumatra, Indonesia, in 2019. The total population from which was extracted the sample consists of the employees of the University of North Sumatra that work in the 15 Work Units (UK) of the University: 921 people. In order to decide the sample of the study, the authors chose the cluster random sampling method, which determined the number of the sample: 91 respondents. The details are:

$$n = \frac{N}{1 + Nd^2} = \frac{921}{1 + (921 \times 0,1)} = 921/10,11 = 91$$

Explanaiton:

N = The sample

N = Population

d = Precision (10%) = 0,1

In this study the majority of respondents aged 40-49 years as many as 47 people (51.65%), female sex as many as 64 people (70.32%), length of work 10-20 years as many

as 43 people (47.25%), rank/class III (three) as many as 79 people (86.10%) and Diploma education as many as 21 people (23.08%).

3.2. Data Types and Sources

The data for this study consists of primary data obtained based on a structured questionnaire distributed to the staff of the University of North Sumatra. Data were analysed with the statistical software SPSS, using both descriptive statistics and test statistics.

3.3. Operationalization of Variable

The operationalization of variables is in the following Table 1:

Table 1. Operationalization of Variable

No	Variable	Indicators	Scale
1	Job Satisfaction (X_1)	1) Satisfaction with superiors; 2) Satisfaction with colleagues; 3) Job satisfaction; 4) Satisfaction with promotion opportunities; 5) Satisfaction with income	Ordinal
2	Achievement motivation (X_2)	(1) enjoys personal duties or responsibilities; (2) like feedback on the work being done; (3) enjoy moderate tasks which the level of difficulty is not too difficult but not too easy; (4) persevering and resilient	Ordinal
3	Leadership (X_3)	(1) Ability to Make Decisions (2) Ability to Motivate; (3) Communication Ability; (4) Ability to Control Subordinates (5) Responsibility and (6) Emotional Control Ability	Ordinal
4	Work Commitment (Y)	(1) Affective commitment (2) Continuance commitment (3) Normative commitment	

3.4. Data analysis method

Descriptive statistics provide an overview of the data with criteria, being taken into account aspects as average value, standard deviation, variance, maximum, minimum, sum, range. The use of multiple regression analysis in this study aims to predict how much influence the independent variable has on the dependent variable. To test the hypothesis, a series of tests is carried out as follows:

1. Simultaneous Test (Test F)

This research model is used to determine whether there is an influence of the independent variable on the dependent variable simultaneously. The testing criteria used are if p value < 0.05 , then H_a is accepted and if p value > 0.05 , then H_a is rejected. F test can also be done by comparing F arithmetic with F tables performed with the provisions

that if $F_{\text{arithmetic}} > F_{\text{table}} (\alpha 0.05)$ then H_a is accepted and H_o is rejected, if $F_{\text{arithmetic}} < F_{\text{table}} (\alpha 0.05)$ then H_o is accepted and H_a was rejected.

2. Partial Test (t Test)

T test is used to determine the effect of each independent variable on the dependent variable. The testing criteria used are if $p \text{ value} < 0.05$, then H_a is accepted and if $p \text{ value} > 0.05$, then H_a is rejected. T test can also be done by comparing $t_{\text{arithmetic}}$ with t_{table} done with the provisions that if $t_{\text{arithmetic}} > t_{\text{table}} (\alpha 0.05)$ then H_a is accepted and H_o is rejected, if $t_{\text{arithmetic}} < t_{\text{table}} (\alpha 0.05)$ then H_o is accepted and H_a was rejected.

3. Determination Coefficient Test (Test R^2)

Testing the coefficient of determination (R^2) is used to measure how far the model's ability to explain the variation of the dependent variable. The coefficient of determination ranges from zero to one. The value of R^2 which is getting smaller approaching zero shows that the ability of independent variables in explaining the dependent variable is very limited, when R^2 getting closer to 1, indicates that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2006).

4. RESULT AND DISCUSSION

4.1. Result

Descriptive statistics of research variables are used to provide an overview of respondents' answers to the research variables. The results of the descriptive statistical analysis is presented in the following Table 2 :

Table 2. Job Satisfaction - Descriptive Statistics Analysis Results

Research indicators	Frequency					Average	Total
	5(SS)	4(S)	3(N)	2(TS)	1(STS)		
X1.1	4	38	19	24	6	3,24	91
X1.2	3	35	28	20	5	3,51	91
X1.3	3	37	26	20	5	3,10	91
X1.4	8	31	28	21	4	3,07	91
X1.5	9	26	24	25	6	3,30	91
X1.6	6	36	24	22	3	3,48	91
X1.7	5	34	28	20	4	3,52	91
X1.8	7	32	25	22	4	3,53	91
X1.9	5	37	23	21	5	3,02	91

Sources: SPSS Result (2019).

Based on Table 2., it can be seen that statements X1.1 to X1.9 about variable job satisfaction have an average value of 3, which show that respondents tend to be uncertain that job satisfaction will increase commitment in work. The highest number of choices is 4 with a frequency of 38 for indicator X1.1, 35 for indicator X1.2, 37 for indicator X1.3, 31 for indicator X1.4, 26 for indicator X1.5, 35 for indicator X1. 6, 34 for indicators X1.7,

32 for indicators X1.8 and 37 for indicators X1.9 this shows that respondents tend to be uncertain that job satisfaction will increase commitment to work.

Table 3. Results of Descriptive Motivation Statistical Analysis

Research indicators	Frequency					Average	Total
	5(SS)	4(S)	3(N)	2(TS)	1(STS)		
X2.1	5	37	19	26	4	3,12	91
X2.2	3	30	28	24	6	3,56	91
X2.3	6	31	26	25	3	3,53	91
X2.4	8	30	28	21	4	3,06	91
X2.5	7	36	28	16	4	3,08	91
X2.6	7	36	20	22	6	3,07	91
X2.7	5	35	23	25	3	3,09	91
X2.8	7	33	25	22	4	3,30	91
X2.9	5	37	23	21	5	3,24	91

Sources: SPSS Result (2019).

Based on Table 3., it can be seen that statements X2.1 to X2.9 about variable job satisfaction with an average value of 3, show that respondents tend to be uncertain if achievement motivation will increase commitment to work. The highest number of choices is 4 with a total frequency of 37 for indicator X2.1, 30 for indicator X2.2, 31 for indicator X2.3, 30 for indicator X2.4, 36 for indicator X2.5, 36 for indicator X2. 6, 35 for indicators X2.7, 33 for indicators X2.8 and 37 for indicators X2.9. This shows that respondents tend to be uncertain that job satisfaction will increase their commitment to work.

Table 4. Results of Descriptive Leadership

Analysis Research indicators	Frequency					Average	Total
	5(SS)	4(S)	3(N)	2(TS)	1(STS)		
X3.1	7	36	18	24	6	3,30	91
X3.2	8	39	21	20	3	3,30	91
X3.3	9	34	24	20	4	3,24	91
X3.4	6	35	29	21	4	3,48	91
X3.5	9	34	25	17	6	3,30	91
X3.6	6	39	22	20	3	3,28	91
X3.7	5	34	26	25	4	3,23	91
X3.8	7	33	25	22	4	3,52	91
X3.9	5	37	23	21	5	3,25	91

Sources: SPSS Result (2019).

Based on Table 4, it can be seen that statements X3.1 to X3.9 variable job satisfaction have an average value of 3 that show respondents tend to be uncertain if leadership will increase commitment in work. The highest number of choices is 4 with a total frequency of 36 for indicator X3.1, 39 for indicator X3.2, 34 for indicator X3.3, 35 for indicator X3.4, 34 for indicator X3.5, 39 for indicator X3. 6, 36 for indicators X3.7, 33 for indicators X3.8 and 37 for indicators X3.9. This shows that respondents tend to be uncertain that job satisfaction will increase commitment to work.

4.1.1. Hypothesis testing

4.1.1.1. First Research Analysis Results

In order to investigate if there is any influence of job satisfaction and achievement motivation on work commitments, Multiple Linear Regression was used. The results of the first analysis can be seen in the following Table 5 :

Table 5. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,861 ^a	,742	,736	3,54745

a. Predictors: (Constant), X2, X1
Sources: SPSS Result (2019).

Based on Table 5. it can be seen that the value of R² is 0.742. This means that 74.2% of work commitment (Y1) can be explained by job satisfaction (X1) and achievement motivation (X2). While the remaining 0, 258 are explained by other causes outside the model.

Table 6. F Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3183,471	2	1591,73	126,4	,000 ^a
Residual	1107,430	88	12,584		
Total	4290,901	90			

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y
Sources: SPSS Result (2019).

ANOVA test results show the Fcount value is 302.721 > Fcount is 3.947 with a value of p-value of 0,000 < 0.05 (Muda, 2017), which indicate that jointly or simultaneously the variable job satisfaction and achievement motivation have a positive effect on work commitment with leadership as a moderating variable (Table 7).

Table 7. t Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,307	2,048		3,080	,003
X1	,682	,104	,607	6,575	,000
X2	,265	,084	,293	3,175	,002

a. Dependent Variable: Y
Sources: SPSS Result (2019).

In Table 7 are described the values of $b_0 = 6.307$, $b_1 = 0.682$ and $b_2 = 0.265$, with significant values of 0.000 and 0.002, respectively. So for the variable X1 p-value $-0.00 < 0.05$ and the variable X2 p-value $0.002 < 0.05$ we can conclude that the first hypothesis can be accepted, namely *job satisfaction and achievement motivation have a positive effect on work commitment, both simultaneously and partial.*

4.1.1.2. Second Analysis Results

The second analysis was conducted to find out the influence between the leadership variables in moderating the effect of job satisfaction and achievement motivation on work commitments, using the absolute difference (reduction) approach using standardized scores. The results of the second hypothesis test are illustrated in Table 8.

Table 8. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,955 ^a	,913	,910	2,07648

a. Predictors: (Constant), X3, X2, X1

Sources: SPSS Result (2019).

The value of R² is 0.913, which means that 91.1% of work commitment (Y1) can be explained by job satisfaction (X1) and achievement motivation (X2) with leadership (X3) as moderating variables. While the remaining 0.089 is explained by other causes outside the model.

Table 9. F Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3915,779	3	1305,260	302,7	,000 ^a
Residual	375,123	87	4,312		
Total	4290,901	90			

Sources: SPSS Result (2019).

ANOVA test results show that the F count value is $302.721 > F$ count is 3.947 with a value of p-value of $0,000 < 0.05$ (Ferine et al., 2017 and Hutagalung et al., 2017) which means that jointly or simultaneously the variable job satisfaction and achievement motivation have a positive effect on work commitment with leadership as a moderating variable.

Table 10. t Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,835	1,228		-2,309	,023
X1	1,134	,070	1,009	16,21	,000
X2	,288	,049	,318	5,887	,000
X3	,572	,044	,591	13,03	,000

a. Dependent Variable: Y

Sources: SPSS Result (2019).

Based on Table 10, it can be seen that the magnitude of the regression coefficient (b) and significant for each variable are as follows:

1. Variable X1 (job satisfaction) = 1,134, with a significant level of 0,000

2. Variable X2 (achievement motivation) = 0.288, with a significant level of 0.000
3. Variable X3 (Leadership) = 0.572 with a significant level of 0,000.

From the results of these calculations, equation 2 is obtained, namely:

$$Y = 1,134 + 0,288X_1 + 0,572 X_2 + 2,835X_3 + e$$

This shows that the leadership variable (X3) is a moderating variable with a tcount of 13,032 > t table 1,662. Thus the hypothesis proposed earlier can be accepted, that *job satisfaction and achievement motivation have a positive effect on work commitment with leadership as a moderating variable.*

4.2. Discussion

4.2.1. Job Satisfaction of Work Commitments

The results showed there is a positive and significant effect between job satisfaction variables on work commitments at the University of North Sumatra employees. Satisfaction at work is based on a comparison between what employees receive from the company compared to what they expected or desired (Robbin, 2003). In line with research conducted by Sugito (2008), the results of this study showed that job satisfaction has a positive and significant impact on organizational commitment. This means that the higher the satisfaction work is, the higher the organizational commitment will become.

Employee satisfaction is a measure of how far the company can meet the expectations of its employees relating to various aspects of the work and position. Employees who are not satisfied at work usually have low work motivation. In this context, they are less enthusiastic and slow in accomplish their tasks that can cause waste of costs, time and energy.

4.2.2. Achievement Motivation Towards Work Commitment

Based on the results of the study, we can say that there is a positive and significant connection between motivation and work commitments of North Sumatra University employees.

The results of this study are in accordance with Prantiya (2008) research, the Contribution of Learning Facilities and Achievement Motivation to Chemistry Learning Outcomes in SMA Negeri 1 Karangnongko Klaten District that concluded there is a relationship between the contribution of learning facilities and achievement motivation towards chemistry learning outcomes.

4.2.3. Leadership Towards Work Commitments

Based on the results of the present study, leadership style showed a positive and significant effect on the work commitments of North Sumatra University employees. Leadership is considered an essential dynamic force that motivates and coordinates the organization to achieve goals through a process that influences the others, both within the organization and outside the organization to achieve the desired goals in certain situations and conditions (Sagala, 2010).

The results of this study are in line with the addition of several Silalahi (2008) studies, showing that transformational leadership is related to organizational commitment, where leaders influence and assist subordinates in reaching higher levels of commitment and performance. Leadership that can foster good relations between leaders and employees can motivate employees to work well, to bring job satisfaction and achievement motivation. Directly or indirectly, this condition can increase work commitment. Being considered a catalyst, we can say that the better the leadership is, the higher the level of commitment of the employee becomes.

5. Conclusion

Based on data analysis and the results of the present study, the conclusions of the research are:

1. Job satisfaction has a positive effect on the work commitment of employees of the University of North Sumatra.
2. Achievement motivation has a positive effect on the work commitments of North Sumatra University employees
3. Job satisfaction has a positive impact, and achievement motivation has a positive effect on the work commitments of Universitas Sumatera Utara employees.
4. Job satisfaction and achievement motivation with leadership as moderating variables have a positive effect on the work commitments of employees of the University of North Sumatra

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