

Determination of Leadership, Organizational Culture, Organizational commitment toward Prosperity through the Competitiveness of the Digital in the Era for Riau Islands Provincial Government Employees, Indonesia

¹Indrayani, ²Chablullah Wibisono, ³Damsar, ⁴Thram Bani Syukur, ⁵Ana Faizah

¹Lecturer at the HR Doctoral Program at the University of Batam, Indonesia

²Professor of Sharia Economics at Batam University, Indonesia

³Professor in Faculty of Social and Political Sciences Andalas University-Padang, Indonesia

^{4, 5}HR Doctoral Program Student at the University of Batam, Indonesia

*Correspondence email: chablullahwibisono@gmail.com

Issue Details

Issue Title: Issue 2

Received: 25 March, 2021

Accepted: 27 April, 2021

Published: 15 May, 2021

Pages: 2285 – 2295

Copyright © 2021 by author(s) and
Linguistica Antverpiensia

ABSTRACT

A leadership style that is considered good at certain times is not necessarily appropriate for other eras. Every leader is born with a unique typology by the demands of the times. The results of brief observations indicate that the political leadership of the Riau Islands Province's regional head has not been able to move employees to be close to the community and prioritize public interests towards prosperity through power. Research object 350 respondents representatives of The Riau Islands Provincial Government. Slovin used got names qualified formula to be used as samples are 187 respondents. Data analysis was performed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS * version 24. The study results produce: Squared Multiple Correlation for Competitiveness = 0,901, for Prosperity = 1,000. Thus, changes in competitiveness are determined by Leadership, Work Environment, Organizational Commitment of 90.10%, the remaining 9.90% determined by other variables not included in this study. for prosperity $R^2 = 1.00$, it can be stated that prosperity change is determined by 100% leadership, work environment, organizational commitment, and competitiveness. This study proves that there is indeed a problem in the organizational commitment variable on the prosperity variable so that its favorable termination is not significant.

Keywords: Leadership, Organizational Culture, Organizational Commitment, Competitiveness, Prosperity

I. PRELIMINARY

1) Background of the problem

In leading an organization and territory, strong leadership is needed to achieve the leader's goals. When leading a region, a leader always has the ultimate goal, one of which is welfare. To achieve this goal successfully, all organizational elements must be moved according to the leader's political leadership. Leadership and leadership styles in organizations play a significant role in influencing employee performance. How leaders establish relationships with employees, reward employees who excel, and develop and empower their employees significantly affects the performance of the human resources who are their subordinates.

Riau Islands Province is Indonesia's front gate bordering neighboring countries. Malaysia and Brunei border it; to the east, bordering Vietnam and Cambodia; and to the west, it borders Singapore and Malaysia¹. Geographically, the Riau Islands Province covers 2,408 large and small islands where 40% of the islands are unnamed and uninhabited² and administratively have seven regencies/cities (two cities and five districts) with an area of 252,601 km², of which 95% is the ocean. And only 5% island area. As a maritime province, Riau Islands Province cannot be separated from competition between dynamic and competitive regions. Regional competitiveness, especially at the provincial level, becomes more critical when Indonesia's regions compete to strengthen their regional competitiveness in economic, social, governance, and business climate. Competition against investment, trade in goods and services, and other economic factors will also encourage a region to increase its competitiveness compared to other regions.

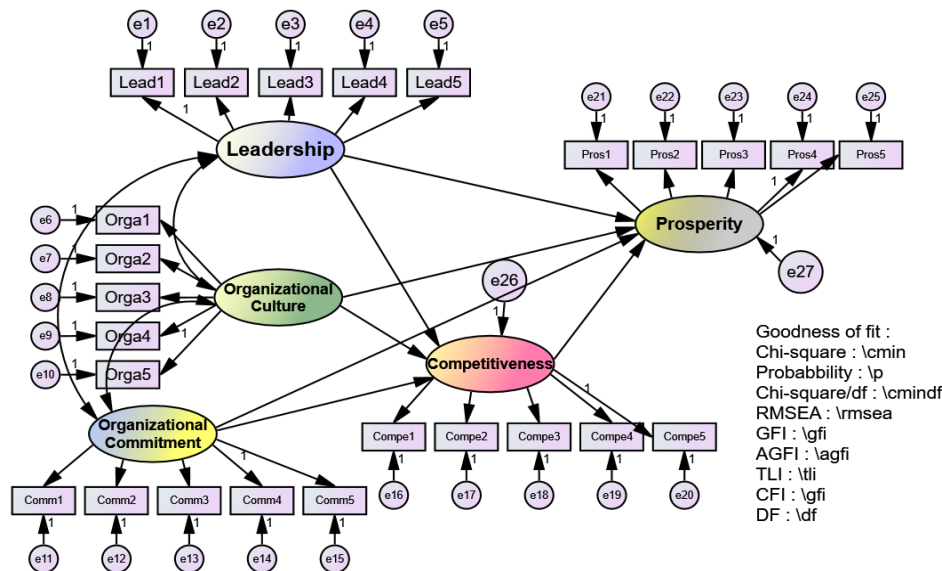
The geographical location of the Riau Islands, which is close to neighboring countries and is on the route between ASEAN and global trade, is also a significant factor in increased competitiveness. This geographical location can be leverage in attracting foreign and domestic investors. It is just that this strategic geographical location will not provide benefits if the Riau Islands Province does not have competitiveness. This is because skilled labor and investors are more interested in more competitive areas than in areas that are not. Therefore, increasing competitiveness is a must to attract foreign and domestic investors to invest in economic development towards prosperity for the Riau Islands people. A leadership style that is considered good in certain times, not necessarily by other times. Every leader is born with a unique typology by the demands of the times. The results of brief observations indicate that the political leadership of the Riau Islands Province's regional head has not been able to move employees to be close to the community and prioritize public interests towards prosperity through power.

For this reason, it is necessary to research with the title Determination of Leadership, Organizational Culture, Organizational Organizational Culture Towards Prosperity Through The Competitiveness of The Digital in The Era For Riau Islands. have not been able to move employees to be close to the community and prioritize public interests towards prosperity through power. For this reason, it is necessary to research with the title Determination of Leadership, Organizational Culture, Organizational Organizational Culture Towards Prosperity Through The Competitiveness of The Digital in The Era For Riau Islands. have not been able to move employees to be close to the community and prioritize public interests towards prosperity through power. For this reason, it is necessary to research with the title Determination of Leadership, Organizational Culture, Organizational Organizational Culture Towards Prosperity Through The Competitiveness of The Digital in The Era For Riau Islands. Provincial Government Employees.

2) Formulation of the problem

- a) How does leadership determine competitiveness?
- b) How does Organizational Culture determine competitiveness?
- c) How does Organizational Commitment determine the competitiveness
- d) How does leadership determine prosperity?
- e) How does Organizational Culture determine the prosperity
- f) How does Organizational Commitment determine the prosperity
- g) How does competitiveness determine the prosperity

3) Conceptual framework



**Determination of Leadership, Organizational Culture, Organizational Commitment
Toward Prosperity Through Competitiveness in the Digital Era
for Riau Islands Provincial Government Employees.**

Picture.1. Research Model

Hypothesis:

- How does leadership determine competitiveness?
- How does Organizational Culture determine the competitiveness
- How does Organizational Commitment determine the competitiveness
- How does leadership determine prosperity?
- How does Organizational Culture determine the prosperity
- How does Organizational Commitment determine the prosperity
- How does competitiveness determine the prosperity

II. THEORETICAL BASIS

1) Leadership

Leadership is the desire to achieve communication that has an impact and results in influencing others' actions. Leadership is an activity to persuade people to work together to achieve a goal. Leadership is the origin of the word Pimpin which shows the traits that the leader has. The word leader implies directing, building or managing, and showing or influencing. So in the word lead contained two main elements: the subject as the element of the leader and the object as the element being led. The word leader refers to a person who formally has a certain status through election, appointment, descent, revolts, or other means about an organization or business activity. So,

It can be concluded that leadership (*leadership*) is the ability, process, or function used to influence other people to do something to achieve specific goals. In an activity, leadership is an effort to help oneself or others achieve a goal. Based on the above, the leader's function is to direct, nurture, regulate, and show the people being led so that they are happy, have the same direction, and are fostered and according to the will and goals of the leader. The failure of a leader in carrying out his duties shows the leader himself's failure, considering that a leader can foster, direct, demonstrate, and regulate what he leads. All the work tasks he leads will run effectively and be directed towards his goals. (Wibisono, 2021)

Made a list of leadership qualities as follows: 1. Enthusiastic, immediately adjust everything and communicate to other people/employees. 2. Confident, namely own abilities and the confidence extended

to the rest of his men (but should not be too sure, because it tends to be arrogant). 3. True to heart, tenacious, resilient, demanding high standards, supporting respect still is not mere popularity. Advances in Economics, Business and Management Research, volume 36 449 4. To be honest, that is faithful to Themselves, purity yourself, trustworthiness and honesty that breeds trust. 5. Warm, warmth in interpersonal relationships, caring for others and attentive. 6. Humility items, namely willing to listen and bear the guilt, not arrogant and overbearing / force (Wibisono, 2017: 445-446).

2) Organizational Culture,

Wheelen and Hunger (2010) include three elements, namely structure, culture, and resources in the internal or organizational environment. According to Wheelen and Hunger (2010), owning and managing resources is not enough but must also be supported by a good structure and culture that can adapt to environmental changes. These three internal elements differentiate one organization from another, even though they are in the same industry. With this strategic management model, we can see the relationship between adaptation to changes in the external environment, the achievement of the vision/mission, and the importance of organizational culture. According to Wheelen and Hunger (2010), culture is a set of beliefs, expectations, and values learned and shared by all organization members and taught from one generation of employees to another. Wheelen and Hunger (2010) include cultural elements as part of their internal environment in their strategic management model. In other words - in the context of strategic management - Wheelen considers that organizational culture plays a vital role in an organization's success in the present and the company's survival in the future. (Son Wandrial, 2012: 337) in other words — in the context of strategic management — Wheelen considers that organizational culture plays a vital role in the success of an organization in the present and the company's survival in the future. (Son Wandrial, 2012: 337) in other words — in the context of strategic management — Wheelen considers that organizational culture plays a vital role in the success of an organization in the present and the company's survival in the future. (Son Wandrial, 2012: 337)

3) Organizational commitment,

Work commitment shows a sense of belonging to the job or organization that creates a willingness to make sacrifices for the organization and increases full involvement. To realize work safety in a company, work motivation is needed to raise and increase workplace safety awareness. Law Number 1 of 2009 concerning aviation contains essential references in implementing the aviation transportation safety program (Wibisono, 2019). One of the determinants of organizational success is how much it instills and strengthens organizational commitment to its employees. Employees committed to their organization are more likely to stay in the organization than employees who are not committed. Someone with high organizational commitment tends to show good attitudes and behavior to improve their performance. Allen and Meyer (1997) state that organizational commitment is a belief that binds employees to the organization where they work, which is indicated by loyalty, involvement in work, and identification of organizational values and goals. According to Colquitt et al. (2009), organizational commitment affects whether employees will remain members or leave the organization to pursue other jobs. Meanwhile, according to Gibson, Ivancevich, and Donnaelly (2012), organizational commitment involves three attitudes, namely: identification with organizational goals, feelings of involvement in organizational tasks,

4) Competitiveness,

Competitive advantage is the advantage over competitors obtained by offering consumers a more excellent value by offering a lower price or higher price customer service. Meanwhile, according to Porter's theory (2001), the notion of competitive advantage is the ability obtained through a company's characteristics and resources to have a higher performance than other companies in the same industry or market. The goal of every business is to beat the competition and win new customers in a competitive environment. Competitive advantage strategies can be made by businesses such as being the lowest cost producer in the industry; competitive strategy is to develop a plan for how the business will compete, what the goals should be and what policies are needed to achieve these goals. The

definition of a Competitive Marketing Strategy or a competitive strategy is a combination of the end (goals) that the company strives for with tools (policies). The company tries to get there. (Porter, 2001),

5) Prosperity

Prosperity within Islamic economics is welfare as a whole, namely: welfare materially and spiritually. The concept of welfare in Islamic economics is measured based on economic, moral, spiritual, and social values. An Islamic Concept of Society is based on five principles, namely:

- a) The Concept of History according to Al- Qur 'an
- b) Limited private ownership of the means of production.
- c) Universal human brotherhood
- d) The principle of eternal coexistence
- e) The power of Allah SWT is the Almighty

In comparing these different economic systems, the author will limit his discussion by comparing the performance of each of the principles just mentioned.

What is the actual (universal) purpose of human life?

- a) The purpose of life is to achieve prosperity throughout the ages.
- b) Humans can have different definitions and perspectives, and viewpoints on well-being.

Prosperity according to Islam is Falah, namely:

- a) Holistic and balanced well-being, which includes the material dimension
- b) As well as spiritual and includes both individual and social
- c) Prosperity in this world and the hereafter. If these ideal conditions are not
- d) It can be harmonized, so the welfare in the hereafter is certainly more
- e) Take precedence because it is an eternal and more life
- f) Value in all respects, the concept of welfare above is called Falah (Wibisono, 2021)

III. RESEARCH METHODOLOGY

1) Mixed-Method.

The combined research model (Mixed Method) consists of a sequential explanatory model, a sequential exploratory model, a concurrent triangulation design, a concurrent embedded model. The sequential explanatory model combines quantitative and qualitative research sequentially, firstly done quantitative research, then conducted qualitative research. After analysis, the results of quantitative and qualitative data will be entered into the matrix to see the comparisons obtained. The sequential 26 exploratory model combines the two 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 using quantitative and qualitative methods. These methods are used together, at the same time, but independently to answer research problems. The concurrent embedded model is a merging of quantitative and qualitative research methods. Wijaya (2019)

The method used is an explanatory qualitative approach explanatory to research methods (Zaluchu, 2018). Research procedures are the steps carried out in research in the form of research methods, population and sample (quantitative) or sample data sources (qualitative), research instruments, data collection techniques, and data analysis techniques (Sugiyono, 2014). The qualitative data analysis procedures are: 1) collecting data sourced from books and research journals that are focused on the topic of research methods; 2) Grouping the data into types of research (quantitative, qualitative, R&D); 3) Discussion of the type of research method, and its suitability with the idea/title of the research to be discussed accompanied by examples of methods;

2) Population

The population collects the whole object to be measured in a study (Cooper and Schindler, 2003: 179). The population of this study was all employees in the Riau Islands Province, amounting to 350 employees. The sampling technique is used in non-probability sampling (Now, 1992: 235; Black and

Champion, 2001: 233; Cooper and Schindler, 2003: 198). Following the specific sample, the characteristics are required, namely the features of the entire worker. The sampling technique selected is a non-probability technique that is judgmental (purposive). This is an example of a fact that has been established by those who will be taken as samples (Black and Champion, 2001: 264).

3) Sample

The sample is an element of the population selected to represent the research population (Cooper and Schindler, 2003: 82). In this research, the sample size is adapted to the analysis model used is the Structural Equation Model (SEM). In this regard, the sample size for SEM is used the model estimating the maximum likelihood estimation (MLE) 100-200 samples (Hair et al., 1998: 605; Ghozali, 2004: 17), or as much as 5 to 10 times of the number of parameters estimated (Ferdinand, 2006: 44). In this research, the number of respondents obtained was 350 respondents from Riau Islands Provincial Government Employees. Slovin used got names qualified to be used as samples are 187 respondents, as follows:

$$n = \frac{N}{1 + N(e)^2} \quad n = \frac{350}{(1 + (350 \cdot 0,5)^2)} = 186,66 \text{ dibulatkan } 187 \text{ responden}$$

The data used in collecting data in this research consists of primary data and secondary data. Primary data is obtained directly from the research object by sending questionnaires directly to potential respondents. Data score of respondents' answers to any further processed with statistical indicators Full Structural Equation Modeling (SEM) using AMOS software for Windows version 24.0 was Obtained display like the image processing results in Structural Equation Modeling (SEM) following. (Wibisono, 2017)

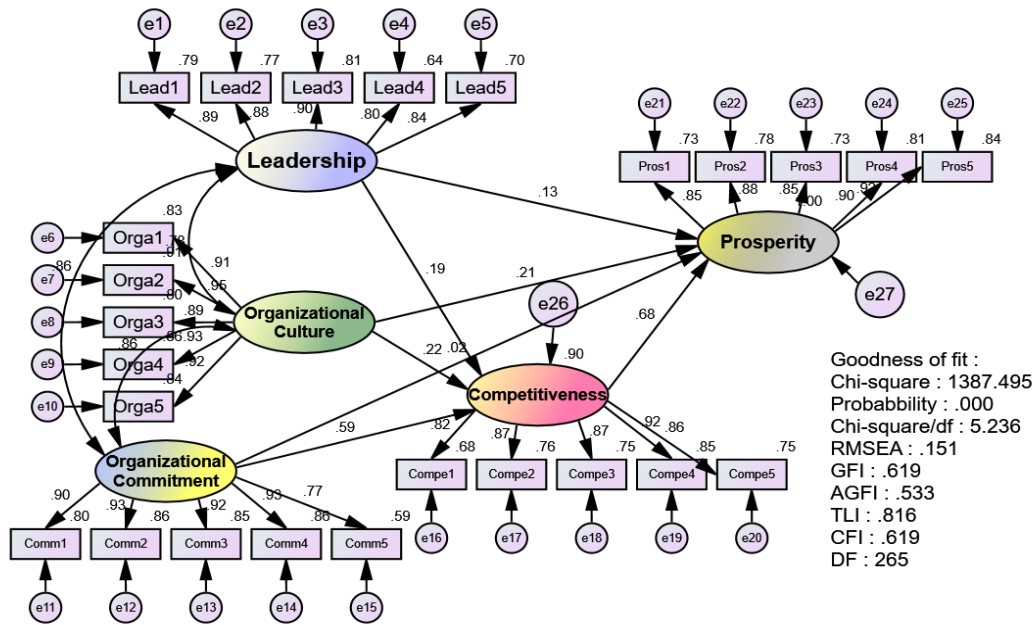
- H1: $Y = \gamma_{y.x1} X1 + e1, \rightarrow$ Direct Effects X1 to Y,
 H2: $Y = \gamma_{y.x2} X2 + e1, \rightarrow$ Direct Effects X2 to Y,
 H3: $Y = \gamma_{y.x3} X3 + e1, \rightarrow$ Direct Effects X3 to Y,
 H4: $Z = \gamma_{z.x1} X1 + e2, \rightarrow$ Direct Effects X1 to Z,
 H5: $Z = \gamma_{z.x2} X2 + e2, \rightarrow$ Direct Effects X2 to Z,
 H6: $Z = \gamma_{z.x3} X3 + e2, \rightarrow$ Direct Effects X3 to Z,
 H7: $Z = \beta ZY Y1 + e2, \rightarrow$ Direct Effects Y to Z

4) Data Analysis Method

Data analysis was performed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS * version 24 (Adi, 2019), namely:

- Development of a theory-based model
- Making flowcharts (path diagrams)
- Convert flowcharts into a series of structural equations
- Selection of input matrices and estimation techniques models built
- Assess the possibility of identification problems
- Evaluate the criteria for the goodness of fit
- Model of interpretation and modification

IV. DISCUSSION



Determination of Leadership, Organizational Culture, Organizational Commitment Toward Prosperity Through Competitiveness in the Digital Era for Riau Islands Provincial Government Employees.

Fig. 2. Full Model

From the results of data processing using SEM, the output is obtained in the following table:

Table 1. Regression Weights: (Group number 1 - Default model)

			Estimate	SE	CR	P	Label
COMPE	<---	ORGA	, 227	, 073	3,105	, 002	par_24
COMPE	<---	LEAD	, 213	, 082	2,611	, 009	par_25
COMPE	<---	COMM	, 581	, 090	6,478	***	par_26
PROS	<---	ORGA	, 206	, 049	4,213	***	par_27
PROS	<---	LEAD	, 142	, 054	2,644	, 008	par_28
PROS	<---	COMM	, 017	, 077	, 224	, 823	par_29
PROS	<---	COMPE	, 633	, 091	6,925	***	par_30

Table 2. Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
COMPE	<---	ORGA	, 215
COMPE	<---	LEAD	, 185
COMPE	<---	COMM	, 592
PROS	<---	ORGA	, 210
PROS	<---	LEAD	, 132
PROS	<---	COMM	, 019
PROS	<---	COMPE	, 679

Table 3. Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
COMPE	,901
PROS	1,000

Table.4. Analysis of Goodness of Fit

The goodness of Fit Index	Cut-Off Value	Model Results	Information
Chi-square (χ^2)	Expected To Be Small	1387,495	Good
Relative Chi-square (χ^2/df)	$\leq 3:00$	5,236	No Good
Probability	> 0.05	0,000	Marginal
RMSEA	$\leq 0:08$	0.151	Marginal
GFI	≥ 0.90	0.619	Marginal
AGFI	≥ 0.90	0.533	Marginal
CFI	≥ 0.95	0.619	Marginal
TLI	≥ 0.95	0.816	Marginal

Based on the SEM output in Tables: 1,2 and 3 can be used as the basis for the discussion, as follows:

- Determination of the Organizational Culture variable on the Competitiveness variable has a standardized estimate (regression weight) of 0, 215 with Cr (Critical ratio = identical to the t-value) of 3,105 at probability = 0,002 CR value $3,105 \geq 2.00$ and Probability = $0,002 \leq 0.05$ indicates that the Determination of the Organizational Culture variable on the Competitiveness variable is significantly positive. This finding is by the theory that states that in an internal or organizational environment, Wheelen and Hunger (2010) include three elements: structure, culture, and resources. According to Wheelen and Hunger (2010), owning and managing resources is not enough but must also be supported by a good structure and culture that can adapt to environmental changes. These three internal elements differentiate one organization from another, even though they are in the same industry.
- The Determination of the Leadership variable to the Competitiveness variable has a standardized estimate (regression weight) of 0, 185 with Cr (Critical ratio = identical to the t-value) of 2,611 at probability = 0.009 CR value $2,611 \geq 2.00$ and Probability = $0.009 \leq 0.05$ indicates that the Determination of the Leadership variable on the Competitiveness variable is a significant positive. The research results are by the theory, which states that leadership is the desire to achieve communication that impacts and results in influencing the actions of others. Leadership is an activity to persuade people to work together to achieve a goal. So in the word lead contained two main elements: the subject as the element of the leader and the object as the element being led. The word leader refers to a person who formally has a certain status through election, appointment, descent, revolts, or other means about an organization or business activity. So,
- Determination of the Organizational Commitment variable against the Competitiveness variable has a standardized estimate (regression weight) of 0, 592 with Cr (Critical ratio = identical to the t-value) of CR 6,478 at Probability = *** CR value $6,478 \geq 2.00$ and Probability = *** ≤ 0.05

indicates that the Determination of the Organizational Commitment variable on the Competitiveness variable is a significant positive. This research states that she is one of the determinants of organizational success, namely how much to instill and strengthen the organizational commitment to employees in the organization. Employees committed to their organization are more likely to stay in the organization than employees who are not committed. In addition, someone with high organizational commitment tends to show good attitudes and behavior to improve their performance.

- d) Determination of the Organizational Culture variable on the Prosperity variable has a standardized estimate (regression weight) of 0, 210 with Cr (Critical ratio = identical to the t-value) of 4,213 at Probability = *** CR value $4,213 \geq 2.00$ and Probability = *** ≤ 0.05 indicates that the Determination of the Organizational Culture variable on the Prosperity variable is significantly positive. The truth of this research is by the theory that in an internal or organizational environment, Wheelen and Hunger (2010) include three elements, namely structure, culture, and resources. According to Wheelen and Hunger (2010), owning and managing resources is not enough but must also be supported by a good structure and culture that can adapt to environmental changes. These three internal elements differentiate one organization from another, even though they are in the same industry. With this strategic management model, we can see the relationship between adaptation to changes in the external environment,
- e) The Determination of the Leadership variable to the Prosperity variable has a standardized estimate (regression weight) of 132 with Cr (Critical ratio = identical to the t-value) of 2,644 at probability = 0, 008 CR value $2,644 \geq 2.00$ and Probability = 0, 008 ≤ 0.05 indicates that the Determination of the Leadership variable on the Prosperity variable is significantly positive. Prosperity within Islamic economics is welfare as a whole, that is, welfare materially and spiritually. The concept of welfare in Islamic economics is measured based on economic, moral, spiritual, and social values.
- f) Determination of the Organizational Commitment variable on the Prosperity variable has a standardized estimate (regression weight) of 0, 019 with Cr (Critical ratio = identical to the t-value) of 0, 224 at probability = 0, 823 CR value $0, 224 \leq 2.00$ and Probability = 0, 823 ≥ 0.05 indicates that the Determination of the Organizational Commitment variable on the Prosperity variable is positive and insignificant. This finding is not by the theory, which states that someone with high organizational commitment tends to show good attitudes and behavior to improve their performance. Allen and Meyer (1997) state that organizational commitment is a belief that binds employees to the organization where they work, which is indicated by loyalty, involvement in work, and identification of organizational values and goals, meaning that Organizational Commitment to the Prosperity variable is doubtful.
- g) Determination of the Competitiveness variable against the Prosperity variable has a standardized estimate (regression weight) of 0, 679 with Cr (Critical ratio = identical to the t-value) of 6,925 at Probability = *** CR value $6,925 \geq 2.00$ and Probability = *** ≤ 0.05 indicates that the Determination of the Competitiveness variable on the Prosperity variable is significantly positive. The results of this study are proof of the correctness of the theory. Competitive advantage is the advantage over competitors obtained by offering consumers a more excellent value by offering a lower price or higher price customer service. Meanwhile, according to Porter's theory (2001), the notion of competitive advantage is the ability obtained through a company's characteristics and resources to have a higher performance than other companies in the same industry or market. The goal of every business is to beat the competition and win new customers in a competitive environment.
-

-
- h) Squared Multiple Correlation for Competitiveness = 0,901, for Prosperity = 1,000 According to Ferdinand, (2002: 114) the value of the Square Multiple Correlation for the variable Competitiveness $R^2 = 0,901$ identical to R^2 on SPSS of 0,901 then the amount of Determination is the Squared Multiple Correlation value for the Competitiveness variable times $100\% = 0,901 \times 100\% = 90.10\%$. Thus, changes in competitiveness are given Determination by Leadership, Work Environment, Organizational Commitment of 90.10%, the remaining $100\% - 90.10\% = 9.90\%$ determined by other variables not included in this study. For Prosperity $R^2 = 1.00$, the amount of Determination = $1.00 \times 100\% = 100\%$. Thus, changes in prosperity are given Determination by Leadership, Work Environment, Organizational Commitment, and Competitiveness of 100%, the remaining $100\% - 100\% = 0.00\%$, there is no need for other variables not included in this study. The results of this study are proof of the correctness of the theory. Competitive advantage is the advantage over competitors obtained by offering consumers a greater value, either by offering a lower price or by giving a higher price customer service. Meanwhile, according to Porter's theory (2001), the notion of competitive advantage is the ability obtained through a company's characteristics and resources to have a higher performance than other companies in the same industry or market. The goal of every business is to beat the competition and win new customers in a competitive environment.

V. CONCLUSION

- a) Determination of the Organizational Culture variable on the Competitiveness variable is significantly positive.
- b) The Determination of the Leadership variable to the Competitiveness variable is positive and significant.
- c) Determination of the Organizational Commitment variable on the Competitiveness variable is significantly positive.
- d) Determination of the Organizational Culture variable on the Prosperity variable is significantly positive.
- e) The Determination of the Leadership variable to the Prosperity variable was significantly positive.
- f) Determination of the Organizational Commitment variable on the Prosperity variable is positive and insignificant.
- g) Determination of the Competitiveness variable on the Prosperity variable is significantly positive.
- h) Squared Multiple Correlation for Competitiveness = 0,901, for Prosperity = 1,000. Thus, changes in competitiveness are determined by Leadership, Work Environment, Organizational Commitment of 90.10%, the remaining $100\% - 90.10\% = 9.90\%$ determined by other variables not included in this study. For Prosperity $R^2 = 1.00$ Thus, it can be stated that changes in prosperity are given Determination by Leadership, Work Environment, Organizational Commitment, and Competitiveness by 100%, the remaining $100\% - 100\% = 0.00\%$, there is no need for other variables not included in this research.

REFERENCE

1. Allen & Meyer. 1997. Commitment In The Workplace (Theory, Research, and Application). Sage London Publication.

-
2. Black, JA, and Champion, DJ, (2001). *Methods and Problems of Social Research (Translation)*. Refika Aditama, Bandung.
 3. Cooper, Donald R. and Defender S. Schindler. (2003). *Business Research Methods*, International Edition, McGraw-Hill Companies, Inc. New York.
 4. Colquitt, Jason A., Lepine, Jeffery A. & Wesson, Michael J. (2009). *Organizational Behavior. Improving Performance and Commitment in the Workplace*. New York: McGraw-Hill / Irwin.
 5. Ghozali, 2005: *Multivariate analysis using the SPSS program*, Semarang: University Publishing Agency Diponegoro
 6. Gibson, James L., Donnelly Jr, James H., Ivancevich, John M., Konopaske, Robert (2012). *Organizational Behavior, Structure, Processes, Fourteenth Edition (International Edition)* .1221 Avenue of The Americas, New York, NY 10020: McGraw-Hill
 7. Porter, Michael E. 1998. *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: The Free Press.
 8. Porter, Michael (2001) *Competitive Strategy, Technique to Analyze Industry and Competitors*, Jakarta: Erlangga,
 9. Sugiyono (2014). *Educational Research Methods (Quantitative, Qualitative, and R&D Approaches)*. Bandung: Alfabeta
 10. Soepriono and Wibisono (2019) *Work Environmental Determination Of Work And Culture Commitment To Work On Work Safety Through Work Motivation In The Business Agency Hang Nadim Airport Batam, Managerial Zone: University Management Study Program Batam Volume 9, Issue 2, August 2019 | Pages 57-68 | ISSN 2087-7331*
<http://ejurnal.univbatam.ac.id/index.php/Manajerial>
 11. Wandrial, Son, (2012) *Organizational Culture, One Source of Excellence Competing Companies In An Always Changing Environment*, Management Department, Faculty Economics and Communication, BINUS University, West Jakarta
 12. Wibisono, Chablullah (2017), *Advances in Economics, Business and Management Research*, volume 36, 11th International Conference on Business and Management Research (ICBMR 2017), Atlantis Press
 13. Wijaya, Hengki, (2019) *Research Methods in Writing the Electronic Scientific Journal of the Jaffray School of Philosophy Makassar*, Editor of the Jaffray Journal
 14. Wibisono, Chablullah (2021), *Islamic Economic System*, Yogyakarta K-Media Publisher
 15. Wibisono, Chablullah (2021), *Human Resource Management*, Yogyakarta K-Media Publisher