

Effect of Work Culture and Commitment Village Officials Through Employee Motivation as an Intervening Variable

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Abstract. One of the government apparatuses is a village apparatus that has duties and responsibilities for services to the community. Since the implementation of regional autonomy, the actuality of village officials' work inside the Banyumas Regency Government has not been as anticipated. This study uses employee motivation as an intervening variable to examine how work culture and dedication to the job affect village officials' effectiveness. The research method used was quantitative with a sample number of 354 people from a population of 3100 village officials. Data analysis using SEM PLS. With motivation acting as an intervening variable, the findings demonstrated that work culture and commitment had a favorable and significant impact on work effectiveness.

Keywords : Work Culture, Commitment, Motivation, effectiveness, Village

1 Introduction

In the era of globalization, human resources of the apparatus are required to anticipate the rapid development and changes in the environment. One of the government apparatuses is the village apparatus. Village officials have duties and responsibilities for service to the community. The results of observations made in the field of village officials are still ineffective in carrying out their duties. A village official is required to provide services effectively that can provide satisfaction to the community.

Due to the phenomenon, it was discovered that village officials' job in Banyumas Regency still has to be optimized. As can be observed from the responsibility for the timely fulfilment of every task of the village administration, the level of commitment of the local apparatus is still low. At the village government office in Banyumas Regency, there are also indications of low work motivation. Indications of low employee motivation due to the lack of attention to recognition and appreciation both financial and non-financial for their achievements. Banyumas Regency Government to always improve the work effectiveness of village officials through policies to determine good and correct work culture, strengthen commitment, and provide motivation.

Many factors affect The influenceiveness of employees' work, including work culture, commitment, and motivation. The results of research by [1], [2], [3] demonstrate that Organizational Culture has a favorable and significant impact on Work Effectiveness. In the meanwhile, the findings of research [4] showed that while work motivation has a significant positive effect on the influence of employee work, work culture has no significant impact on effectiveness. The results of research [5], [3], [6] show that commitment has a positive and significant effect on Work Effectiveness. The results of research by [7], [8], [9] show that motivation has a positive and significant effect on Work Effectiveness. Meanwhile [10] has no influence of motivation on work effectiveness. The results of their research showed that there was no effect of commitment on work effectiveness [11].

Based on the description of problems in the banyumas regency village government and supported by previous research that there are still differences in results for work culture variables and commitments that affect work effectiveness, the author develops the research by adding motivation variables as moderation variables.

2 Literature Review

The Influence of Work Culture on Motivation

Work culture affects motivation (Hypothesis 1). Organizational culture is something that is characteristic of a company or organization, of course this will have an influence on the way a person behaves and of course will be the principle of the program owned in the organization for organizational development and the policies chosen as well. Of course, this is connected to the influence of organizational culture on a person and the culture of influencing the organization [12]. The results of research by Ginting [1]), Qomarudin [2] and Ritonga [3] demonstrate that Organizational Culture has a favorable and significant impact on Work Effectiveness. A good work culture in a work environment will make employee performance better. This shows that work culture has a very influential role in increasing work motivation. Based on what has been said, the following theory is put forth:

H1: work culture affects motivation.

The Influence of Commitment on Motivation

Explain that a person is willing to work for the benefit of the organization, if he can believe that what is done will give him hope [13]. Thus it is clear that motivation is closely related to needs, wants and expectations. The high commitment of employees can affect the business of a company positively. The existence of a commitment will make employees actively support all the activities of the company, this means that employees will work more vigorously. The results show that commitment can affect motivation [13]. Based on what has been said, the following theory is put forth:

H2: Commitment affects motivation.

The Influence of Work Culture on Work Effectiveness

Work culture affects work effectiveness. The better the work culture in an organization, the more work effectiveness will be achieved (Hypothesis 3). Research by [1], [2], [3] shows that there is an influence of work culture on work effectiveness. Based on what has been said, the following theory is put forth:

H3: work culture affects effectiveness.

The Influence of Commitment on Work Effectiveness

Commitment affects The influenceiveness of work (hypothesis 4). [3] in his research stated that good work effectiveness will be very difficult to obtain if employees do not have a commitment to the company, commitment is the reason for employees to stay and work in the company. Research by [1], [2], [3] also revealed that organizational commitment partially affects work effectiveness. Based on what has been said, the following theory is put forth:

H4: commitment affects effectiveness.

The Influence of Motivation on Work Effectiveness

Motivation can cause the ability to work and work together, so indirectly The influenceiveness of work will run better. Meanwhile, if the employee's motivation is higher but not supported by a comfortable work environment to work, it is very likely that The influenceiveness of the work is not good. Based on what has been said, the following theory is put forth:

H5: motivation affects effectiveness

The influence of work culture on work effectiveness with motivation as an intervening variable

To provide a common view for human resources in the organizational culture, it is necessary to have a firmness that will shape employee performance as well as motivation both individuals and groups that have an impact on work effectiveness. Based on what has been said, the following theory is put forth:

H6: work culture affect on work effectiveness with motivation as an intervening variable

The Influence of Commitment on Work Effectiveness with Motivation as an Intervening Variable

Commitment affects work effectiveness through motivation (hypothesis 7). In his research [14] and [13] that to achieve work effectiveness, it needs to be supported by human resources who have the commitment needed by the company so as to obtain results effectively and efficiently. Based on what has been said, the following theory is put forth:

H7: Commitment affect on work effectiveness with motivation as an intervening variable

3 Research Method

In this study, using the formulation of the problem that was stated in the chapter before as a starting point, quantitative methods are used to test and show hypotheses that have been made through various tests and data processing. This is mentioned [11], Construction of data collection instruments, sample design, and data gathering methodologies are all related to quantitative research approaches.. The population in this study is all village officials, namely village heads, village secretaries and heads of affairs (Kaur) located in Banyumas Regency in 2021, namely 3100 people spread across 301 villages and sub-districts. The sample is part of the population, says [12], "if the number of subjects in the population is only more than 150, then the sample size in this study using randomly obtained 354 people. A Structural Equation Model (SEM) method based on Partial Least Squares was used to test hypotheses (PLS).

PLS is a structural security (SEM) model that is built on components or variants. One area of statistical research that can simultaneously evaluate a number of associations that are challenging to assess is structural equation modeling (SEM). In line with [15], SEM is a multivariate analysis technique that combines factor analysis with regression analysis (correlation), with the goal of examining interactions between variables in a model, whether those links are between constructs or between indicators and their constructs.

4 Result and Discussion

The three criteria for evaluating the outer model, or measurement model, are convergent validity, discriminant validity, and composite reliability. These criteria are used in conjunction with SmartPLS data analysis procedures.

a. *Convergent validity*

In this research, a loading factor limit of 0.60 was used.

Table 1. Outer Loadings (Measurement Model)

Variable	Indicator	<i>Loading factor</i>	<i>AVE</i>	<i>Composite Reliability</i>
Work Culture	Ctrl.1	.84	0,862	0.92
	Ctrl.2	.89		
	Ctrl.3	.82		
	Ctrl.4	.75		
	Ctrl.5	.85		
Commitment	CMTV.1	.94	0,950	0,97
	CMTV.2	.96		
	CMTV.3	.96		
	CMTV.4	.94		
Motivation	Mtv.1	.84	0,742	0,93
	Mtv.2	.89		
	Mtv.3	.82		
	Mtv.4	.75		
	Mtv.5	.85		
Effectiveness	Eft.1	.78	0,842	0,91
	Eft.2	.83		
	Eft.3	.66		
	Eft.4	.71		
	Eft.5	.65		

Variable	Indicator	Loading factor	AVE	Composite Reliability
	Eft.6	.66		

Table 1 displays the processing outcomes utilizing SmartPLS. Given that the loading factor value is less than 0.60 and the outer value of the model or the correlation between the construct and the variable has fulfilled the convergence validity, it may be concluded that the construct can be utilized to test all hypotheses.

b. Discriminant Validity

The results of the discriminant validity test are obtained as follows:

Table 2. Discriminant Validity Value (Cross Loading)

Construct	Culture	Commitment	Motivation	Effectiveness
WCL.1	.71	.06	.30	.55
WCL.2	.88	.37	.51	.58
WCL.3	.87	.18	.37	.52
WCL.4	.73	.21	.49	.44
WCL.5	.79	.25	.29	.45
CMTV.1	.16	.97	.56	.63
CMTV.2	.22	.98	.58	.59
CMTV.3	.26	.98	.58	.59
CMTV.4	.37	.71	.53	.62
MTV.1	.32	.61	.72	.41
MTV.2	.56	.40	.70	.65
MTV.3	.12	.41	.75	.41
MTV.4	.35	.40	.78	.50
MTV.5	.39	.25	.74	.50
EFE.1	.26	.43	.66	.82

Construct	Culture	Commitment	Motivation	Effectiveness
EFE.2	.56	.65	.68	.81
EFE.3	.59	.53	.65	.83
EFE.4	.32	.61	.78	.78
EFE.5	.56	.40	.83	.83
EFE.6	.12	.41	.66	.81

According to Table 2, the construct variable of the latent variable has a loading factor value that is higher than the construct variable when combined with the loading value of other latent variables. In other words, latent variables have strong discriminant validity.

1. Structural Model Testing (Inner Model)

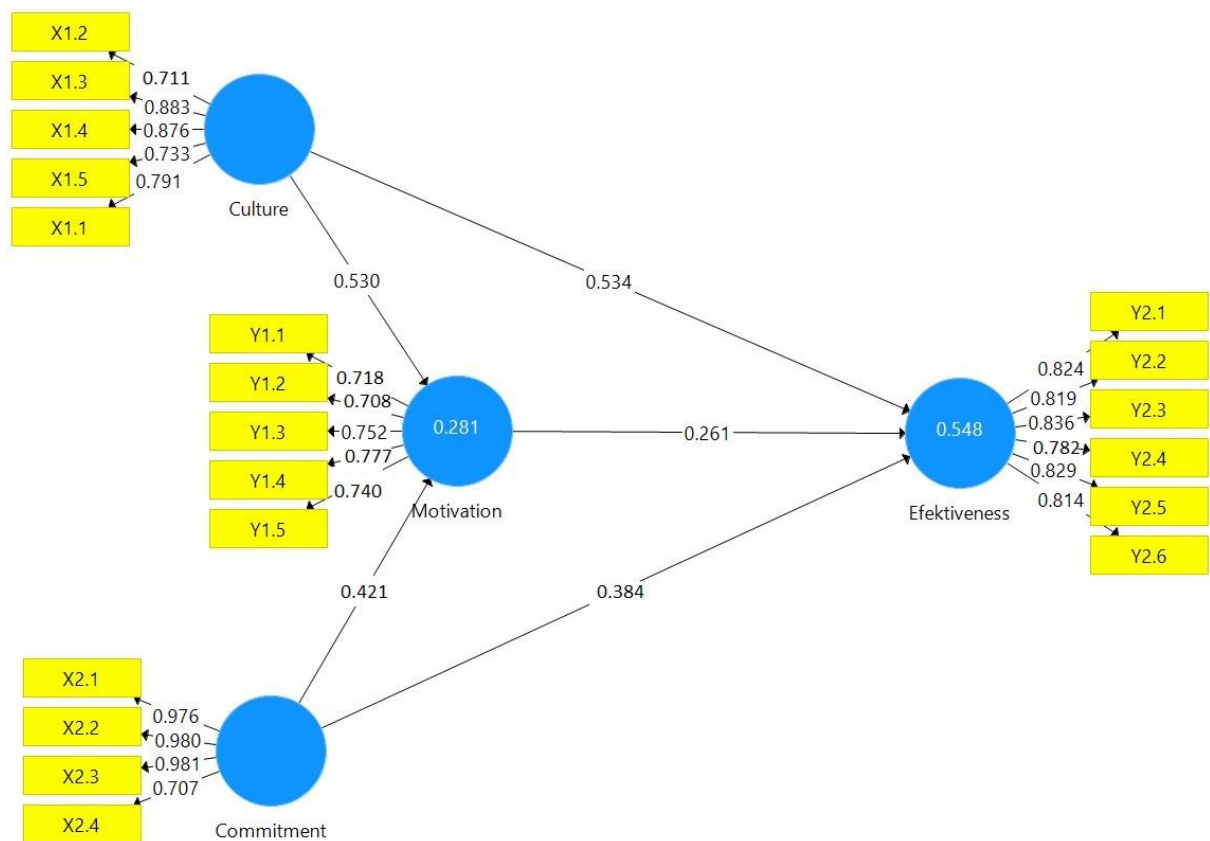


Figure 1. Structural Model

The results of the PLS R-Squares presented the number of variances of the constructs described by the model.

2. Testing the Direct Influence Hypothesis

The results of testing with bootstrapping in this study from the PLS analysis are as follows:

No	Remark	Original Sample	Sample Mean	Standard Deviation	T Statistics	Sign	Results
1	Culture -> Motivation	0,148	0,113	0,038	2,859	0,000	Accept
2	Commitment -> Motivation	0,046	0,048	0,029	5,793	0,023	Accept
3	Culture -> Effectiveness	0,124	0,124	0,123	4,713	0,014	Accept
4	Commitment -> Effectiveness	0,185	0,182	0,088	4,096	0,000	Accept
5	Motivation -> Effectiveness	0,309	0,309	0,136	4,274	0,000	Accept
6	Culture -> Motivation -> Effectiveness	0,033	0,035	0,021	3,859	0,000	Accept
7	Commitment -> Motivation -> Effectiveness	0,014	0,015	0,012	3,875	0,000	Accept

Discussion

1. Hypothesis Testing H1

With a statistical t value of 2,859, the path coefficient for the effect of work culture on motivation is 0.148. The value is greater than t table (1,645) which means Hypothesis 1 is accepted because there is a positive relationship between Work Culture and motivation. This is strengthened by the results of data processing which shows that the probability value of 0.004 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.148, so it can be concluded that Work Culture has a significant effect on motivation, so that the better the Work Culture, the higher the work motivation will be. Organizational culture is something that is characteristic of a company or organization, of course this will have an influence on the way a person behaves and of course will be the principle of the program owned in the organization for organizational development and the policies chosen as well. Of course, this is connected to the influence of organizational culture on a person and culture affects the organization [17]. The results of research by [1], [2], [3] show that Organizational Culture has a positive and significant effect on Work Effectiveness. A good Work Culture in a work environment will make employee performance better. This shows that Work Culture has a very influential role in increasing work motivation. Work Culture serves to connect its members so that they know how to interact with each other, Work Culture is also seen as a factor that can influence the emergence of employee social behavior. Employees will have the motivation and desire to contribute meaningfully to organizations with high affective loyalty and have the aim of changing employee attitudes and behaviors in order to increase employee loyalty to face various challenges in the future

2. Hypothesis Testing H2

The influence of Commitment on motivation shows a path coefficient value of 0.046 with a statistical t value of 1,793. The value is greater than t table (1,645) which means Hypothesis 2 is accepted because there is a positive relationship between Commitment and motivation. This is strengthened by the results of data processing which shows that the probability value of 0.041 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.046, so it can be concluded that the Commitment has a significant effect on motivation, so that the higher the Commitment, the higher the work motivation. Davis and Newstrom (2016) explain that a person is willing to work for the benefit of the organization, if he can believe that what is done will give him hope. Thus it is clear that motivation is closely related to needs, wants, and expectations. High employee commitment can affect the business of a company positively. The existence of Commitment will make employees actively support all company activities, this means that employees will work more vigorously. The results of research by [16], [17], [18], [19] show that Commitment can affect motivation. Without a work commitment, every individual in the organization will run according to their own wishes regardless of the organization that houses it. The relationship between

employees and an organization is characterized by commitment, a psychological condition that affects an individual's decision to stay or quit that organization.

3. Hypothesis Testing H3

The influence of Work Culture on Effectiveness shows a path coefficient value of 0.124 with a statistical t value of 1.713. The value is greater than t table (1,645) which means Hypothesis 1 is accepted because there is a positive relationship between Work Culture and Effectiveness. This is strengthened by the results of data processing which shows that the probability value of 0.043 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.124, so it can be concluded that Work Culture has a significant effect on motivation, so that the better the Work Culture, the higher The influenceiveness of work. Yudhaningsih [20] in his research stated that good work effectiveness will be very difficult to obtain if employees do not have a Commitment to the company, Commitment is a reason for employees to stay and work in the company. Research by [1], [2], [3] also revealed that organizational commitments have a partial effect on work effectiveness. Organizations need employees who have outstanding motivation, high work ethic and commitment to a strong organization for the organization. With a high commitment from employees, the work in the organization will be done properly and correctly in accordance with directions or procedures. Organizations must also be able to participate in maintaining their employees so that they feel they have a sense of ownership in the organization that will make employees feel comfortable. If you feel comfortable, employees will do their work quickly and precisely so that they can achieve organizational goals easily.

4. Hypothesis Testing H4

The influence of Commitment on The influenceiveness of work shows a path coefficient value of 0.185 with a statistical t value of 2,096. The value is greater than t table (1,645) which means Hypothesis 5 is accepted because there is a positive relationship between Commitment and Work Effectiveness. This is strengthened by the results of data processing which shows that the probability value of 0.037 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.185, so it can be concluded that commitment has a significant effect on work effectiveness, so that the higher the commitment, the higher the work effectiveness will be. In his research [1], [2], [3], [22] that to achieve Effectiveness work needs to be supported by human resources who have the commitment needed by the company so as to obtain results effectively and efficiently. To be able to achieve work Effectiveness, companies are required to know and develop factors that support the improvement of employee work effectiveness including the commitment of the employees themselves. Employees who do not obey working hours when employees are not serious in carrying out their duties. This greatly affects the achievement of the goals that have been set. Employees who have a high commitment to the success of the company will work effectively, this is because the staff who have the Commitment will be motivated to produce effective work

5. Hypothesis Testing H5

The influence of motivation on The influenceiveness of work shows a path coefficient value of 0.309 with a statistical t value of 2,274. The value is greater than t table (1,645) which means Hypothesis 7 is accepted because there is a positive relationship between motivation and work Effectiveness. This is strengthened by the results of data processing which shows that the probability value of 0.023 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.309, so it can be concluded that motivation has a significant effect on work effectiveness, so that the higher the motivation, the higher the work effectiveness will be. Motivation can cause the ability to work and work together, so indirectly The influenceiveness of work will run better. Meanwhile, if the employee's motivation is higher but not supported by a comfortable work environment to work, it is very likely that The influenceiveness of the work is not good. Stated that the purpose of employee motivation is to improve The influenceiveness of employee or employee work in achieving predetermined work results. Work effectiveness can be improved in ways other than material and non-material in improving employee performance, skills and attitudes of the employees themselves towards their job duties. In order to achieve work effectiveness, it is necessary to have motivation because high motivation can increase work effectiveness. To achieve work effectiveness, there are many influencing factors, one of which is motivation. Because with high motivation, it can increase work effectiveness. In order to improve The influenceiveness of the work of employees to achieve optimal achievements in the organization is to provide work motivation to employees as well as possible. The results of research by [1], [2], [3],[18] One way to improve employee work effectiveness is to foster motivation

6. Hypothesis Testing H6

Work Culture has a positive and significant effect on work effectiveness with motivation as an intervening variable showing a path coefficient value of 0.033 with a statistical t value of 1,859. The value is greater than t table (1,645) which means Hypothesis 8 is accepted because Work Culture has a positive and significant effect on work effectiveness with motivation as an intervening variable. This is strengthened by

the results of data processing which shows that the probability value of 0.041 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.033, so it can be concluded that the variable motivation as an intervening variable influence of Work Culture on Effectiveness. To provide a common view for human resources in organizational culture, it is necessary to have a firmness that will shape employee performance as well as motivation both individuals and groups that have an impact on work effectiveness. An agreement made with an organization's members in order to enable the emergence of a larger agreement that will benefit the individual is known as organizational culture. The positive aspects of organizational culture operate as brakes and guidelines for directing how people behave and think when participating in organizational activities. A strong organizational culture will have a great impact on the behavior of organizational members in achieving work effectiveness [22]. The virtue of organizational culture is the controller and direction in shaping human attitudes and behaviors have motivation in achieving work effectiveness in organizational activities.

7. Hypothesis Testing H7

Commitment has a positive and significant effect on work effectiveness with motivation as an intervening variable showing a path coefficient value of 0.014 with a statistical t value of 1,875. The value is greater than t table (1,645) which means Hypothesis 9 is accepted because Commitment has a positive and significant effect on work effectiveness with motivation as an intervening variable. This is strengthened by the results of data processing which shows that the probability value of 0.040 has met the requirement of 0.05 and the positive direction seen from the estimate of 0.033, so it can be concluded that the variable motivation as an intervening variable influences the work commitment on effectiveness. In his research [1], [2], [3], [7], [22] that to achieve Effectiveness work needs to be supported by human resources who have the commitment needed by the company so as to obtain results effectively and efficiently. To be able to achieve work Effectiveness, companies are required to know and develop factors that support the improvement of employee work effectiveness including the commitment of the employees themselves. Employees who do not obey working hours when employees are not serious in carrying out their duties. This greatly affects the achievement of the goals that have been set. Employees who have a high commitment to the success of the company will work effectively, this is because the staff who have the Commitment will be motivated to produce effective work.

5 Conclusion

1. The motivation is positively and significantly impacted by the work culture.
2. The motivation is positively and significantly impacted by commitment.
3. The influence of the work is positively and significantly impacted by work culture.
4. The impact of the work is significantly and positively impacted by commitment..
5. The impact of the task is significantly and positively impacted by motivation.
6. Motivation serves as an intermediary component in the relationship between work culture and effectiveness at work.
7. With motivation acting as an intermediary variable, commitment has a positive and considerable impact on work effectiveness.

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