

The Effect of Leadership Style and Intrinsic Motivation toward Organizational Commitment with Job Satisfaction as Intervening Variables at Petukangan Hospital

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ABSTRACT

The hospital is a health facility where health efforts are carried out. The hospital has various units of trained and educated personnel in dealing with medical problems for the recovery and maintenance of patient health. In providing services, medical and non-medical personnel have a very big responsibility for patients and organizations. Employees' low organizational commitment is serious for Petukangan Public Hospital. Hence, it becomes the main problem in this study. Based on the main problem, this research intends to analyze the effect of leadership style and intrinsic motivation toward organizational commitment through job satisfaction at Petukangan Public Hospital. The research method used was a descriptive quantitative approach. The types of data used were primary data and secondary data. The sample of this research was all medical and non-medical employees at Petukangan Public Hospital with a total of 129 respondents. Research data processing used statistical regression analysis with hypothesis testing and path analysis. The results of the research showed that each independent variable had a significant effect on the dependent variable. Based on the results of the analysis, it was found that leadership style had a significant effect of 0.095 or 9.5%, and the intrinsic motivation variable had a significant effect of 0.291 or 29.1%. The job satisfaction variable had a significant effect of 0.452 or 45.2%. Furthermore, the results of the analysis of the effect of intrinsic motivation through job satisfaction on organizational commitment have a significant effect with a sig value of 0.004. It was less than the sig value of 0.05. Meanwhile, the effect of leadership style through job satisfaction toward organizational commitment did not have a significant effect with a sig value obtained of 0.245 greater than the 0.05 sig value.

Keywords: Leadership Style, Intrinsic Motivation, Job Satisfaction, and Organizational Commitment.

INTRODUCTION

The hospital is a health facility where health efforts are carried out. The hospital has various units of trained and educated personnel in dealing with medical problems for the recovery and maintenance of good health. The hospital is an organization that is responsible for public health services. The health service system in hospitals and all available resources greatly affect health services, either

human resources (medical and non-medical personnel) as well as other supporting facilities and infrastructure resources. Medical personnel are the spearhead of whether the health services provided to patients are good or not. Yet, this must be supported by good hospital management including management of human resources and infrastructure by authorized officials at the hospital. Human resource management through increasing employee commitment in the organization needs to be conducted to improve excellent health services in hospitals.

Building organizational commitment is needed by a hospital as an organization that offers services in the health sector carried out by human resources, both medical and non-medical personnel. Building organizational commitment at Petukangan Public Hospital is the focus and locus of this research. Petukangan Public Hospital is located in South Jakarta, in North Petukangan, Pesanggrahan.

Petukangan Public Hospital has several services such as Polyclinic, Outpatient, and Inpatient, as well as supporting service facilities such as an emergency room, laboratory, radiology, and others. The provision of health services to patients at the Petukangan Public Hospital every day for 24 hours is carried out by medical personnel. In addition, the provision of supporting health services in the field of management is carried out by non-medical personnel. The total number of medical and non-medical staff is 129 people. Employees with permanent employee status are 43 people consisting of 15 medical staff and 28 non-medical staff. While employees with contract employee status are 86 people consisting of 71 medical staff and 15 non-medical staff. The data shows that the number of medical personnel with contract status is more than the number of non-medical personnel with permanent employee status. This condition causes inequality in health services because medical staff are worried about their future careers, which results in reduced organizational commitment and excellent service.

The role of a leader with a leadership style that is implemented efficiently and effectively is needed by the Petukangan Public Hospital. With a leadership style by authorized officials, it is expected to be able to increase employee job satisfaction in building organizational commitment in addition to intrinsic motivation that comes from the employees themselves. As a view of how important leadership style and intrinsic motivation can be seen in the condition of the number of nurses at Petukangan Public Hospital, which only amounted to 26 people. The nurse works divided into 3 shifts in each inpatient room, OK room, emergency room, polyclinic installation room, and perina room. Morning shift work time is from 07.00 - 14.00 pm, afternoon shift from 14.00 - 21.00 pm, and night shift from 21.00 - 07.00 am. Each nurse will work for 7 hours each day during the morning and evening shifts, but for the night shift, the nurse will work for 10 hours, not counting holidays in 1 week. The number of nurses and working time will treat patients on average each month as shown in the following table:

Table 1. Average Number of Patients Every Month

No.	Information	Total Patient
<i>1</i>	<i>2</i>	<i>3</i>
1.	Patients in the Emergency Room	500-600 patients/month
2.	Patients in Hospitalization	200-300 patients/month
3.	Patients on Outpatient (Polyclinic)	800-900 patients/month
	Total	1.800 patients/month

Source: Patient Data of Petukangan Public Hospital in 2023

Based on these data, it can be seen that the number of patients per month at Petukangan Public Hospital is quite a lot. Thus, it is not balanced with the number of nurses available, where the average

number of patients treated when divided every day is around 50-60 patients. The number of patients is more than the number of nurses in each guard room, which is only 5-7 medical staff per day. This means that the workload of nurses at Petukangan Public Hospital is classified as moderate to high. These conditions support research by Danoe Soesanto and Triesnawati Erysyad (2019). They examined the calculation of the need for nursing staff based on WISN. The results of their research found that the need for nursing staff every day in adult inpatient rooms is 10 nurses, more than nurses in pediatric inpatient rooms (8 nurses). This shows that with the number of nurses at Petukangan Public Hospital as many as 26 nurses when divided into 3 shifts every day in several guard rooms, these nurses are still lacking or not enough to provide excellent service to patients at Petukangan Public Hospital.

If the hospital does not take a policy to increase the number of nurses, it will harm health services. The role of a leader is needed as an effort to continue to build the enthusiasm of nurses. Thus, they continue to improve performance by maintaining employee commitment to the hospital through job satisfaction that is built based on rewards for the performance given. However, this leadership style will not work optimally if employees do not have the motivation to work personally. Therefore, the intrinsic motivation of an employee is also needed in building organizational commitment through job satisfaction. Employee performance appraisal data conducted by the Petukangan Public Hospital also shows a decrease in performance which is in the range of an average value of 70 out of a total score of 100. These results can be interpreted that there are factors that cause decreased employee performance.

Based on these conditions, to sustain excellent service at Petukangan Public Hospital, it is necessary to build organizational commitment by increasing employee job satisfaction. Therefore, researchers consider it necessary to research to find the best solution to build organizational commitment and increase employee job satisfaction by analyzing the influence of leadership style and intrinsic motivation with the title **“The Effect of Leadership Style and Intrinsic Motivation toward Organizational Commitment with Job Satisfaction as Intervening Variables at Petukangan Public Hospital”**

THEORETICAL STUDY

- 1) Organizational Commitment based on the theory of Meyer and Allen (1997) has three components in organizational commitment, as follows:
 - a) *Affective Commitment*
This component shows the employee's emotional attachment, identifying themselves and showing their involvement in the organization. Workers who have a high affective component continue their membership in the organization because they want to remain in the organization.
 - b) *Continuance Commitment*
This component shows awareness of the losses faced by a worker if they leave their job. Workers who survive are based on the continuance component because they have a need. This component develops because the employee thinks about the investment they have given to the company in the form of time, effort, or money, which the individual must release if he leaves the organization and the employee's small chance of getting a better alternative to another company.
 - c) *Normative Commitment*
This component reflects feelings about the obligation to keep doing their job. Employees with a high normative component feel they must remain in the organization. The development of this component is through some pressures felt by individuals during the socialization process (from family or culture) and socialization when new individuals enter the organization so that employees feel obligated to keep doing their jobs in the company.
- 2) Transformational Leadership Style according to the theory of Bass (1990) explains that the factors of transformational leadership are as follows:

- a) Charisma
It is characterized by the power of vision and appreciation of the mission, raises respect, increases optimism, emphasizes the importance of goals, and leaders will make subordinates have confidence.
 - b) Inspirational
It includes the capacity of a leader to be a role model for his subordinates. The leader conveys clear goals and sets a good example for his subordinates.
 - c) Individual's attention
Attention can be in the form of guidance and mentoring to subordinates. Leaders give personal attention to their subordinates and pay special attention so that subordinates can develop abilities.
 - d) Intellectual Stimulus
Intellectual stimulus is the ability of leaders to eliminate the reluctance of subordinates to spark ideas, encourage subordinates to be more creative and stimulate thinking from subordinates in solving problems.
- 3) Intrinsic Motivation based on the theory of David McClelland (1961) is known to explain three types of motivation. They are identified in the book "The Achieving Society" below:
- a) Need for achievement (n-ACH)
The need for achievement is the drive to excel, achieve a set of standards, and strive for success. This need in Maslow's hierarchy lies between the need for appreciation and the need for self-actualization. The characteristics of individuals who show a high orientation include being willing to accept relatively high risks, the desire to get feedback about the results of their work, and the desire to get responsibility for solving problems. n-ACH is the motivation for achievement. Thus, employees will try to achieve their highest achievement, achieving these goals is realistic but challenging, and work progress. Employees need to get feedback from their environment as a form of recognition of their achievements.
 - b) The need for power (n-pow)
The need for power is the need to make other people behave in a way that these people will not behave without being forced to do so or a form of expression from individuals to control and influence other people. This need in Maslow's theory lies between the need for appreciation and the need for self-actualization. McClelland stated that the need for power is closely related to the need to achieve a leadership position. N-pow is motivation towards power. Employees have the motivation to influence their environment, a strong character to lead, and ideas to win. There is also motivation for increased personal status and prestige.
 - c) The need for affiliation or friendship (n-affil)
The need for affiliation is the desire for friendly and close interpersonal relationships. Individuals reflect the desire to have close, cooperative, and friendly relationships with other parties. Individuals who have a high need for affiliation generally succeed in jobs that require high social interaction. McClelland said that most people have a combination of these characteristics, the consequences of which will affect employee behavior in working or managing organizations.
- 4) Job Satisfaction based on Herzberg's (1959) two-factor theory that can cause a feeling of satisfaction or dissatisfaction are hygiene factors and motivator factors. These conditions are needed to maintain a decent level of satisfaction. Maintenance factors are also called dissatisfiers, maintenance factors, job context, and extrinsic factors while motivating factors are also called satisfiers, motivators, job content, and intrinsic factors. Herzberg mentions hygiene factors as follows: Company policies and administration (company policies), Supervision, Interpersonal relationships with colleagues, Interpersonal relationships with superiors, Salary, job security, and

working conditions. While the motivator factors according to Herzberg are achievement, recognition, promotion, work, and responsibility.

RESEARCH METHOD

This research used a quantitative method with an associative approach. Associative quantitative research analyzes the relationship or influence between two variables or more. The relationship used in this study was a causal relationship. Research data analysis techniques using the three-box method, regression testing, and path analysis, as well as testing the research hypothesis.

RESULT OF THE RESEARCH

1. Description of Research Respondents

Respondents in this research were all 129 medical and non-medical employees at Petukangan Public Hospital. Respondent characteristics based on gender, work unit/occupation, position, and years of service can be presented through the results of the crosstabulation description between gender and type of work, and position and years of service, as in the following table:

Table 2. Description of Research Respondents

Gender			Occupation		Total
			Medical	Non-Medical	
Gender	Male	Count	24	17	41
		Expected Count	27.3	13.7	41.0
		Gender	58.5%	41.5%	100.0%
		Occupation	27.9%	39.5%	31.8%
		Total	18.6%	13.2%	31.8%
	Female	Count	62	26	88
		Expected Count	58.7	29.3	88.0
		Gender	70.5%	29.5%	100.0%
		Occupation	72.1%	60.5%	68.2%
		Total	48.1%	20.2%	68.2%
Total		Count	86	43	129
		Expected Count	86.0	43.0	129.0
		Gender	66.7%	33.3%	100.0%
		Occupation	100.0%	100.0%	100.0%
		Total	66.7%	33.3%	100.0%
Position			Years of Service		Total
			< 2 years	> 2 years	
Position	Installation Coordinator/ Head	Count	7	14	21
		Expected Count	11.1	9.9	21.0
		Position	33.3%	66.7%	100.0%
		Years of Service	10.3%	23.0%	16.3%
		Total	5.4%	10.9%	16.3%
	Executive	Count	61	47	108
		Expected Count	56.9	51.1	108.0
		Position	56.5%	43.5%	100.0%
		Years of Service	89.7%	77.0%	83.7%
		Total	47.3%	36.4%	83.7%
Total		Count	68	61	129
		Expected Count	68.0	61.0	129.0
		Position	52.7%	47.3%	100.0%
		Years of Service	100.0%	100.0%	100.0%
		Total	52.7%	47.3%	100.0%

Source: Research Primary Data, 2023

According to the description of the respondent profile based on the table above, it can be explained that fewer respondents in the male gender category work as medical personnel, namely 24 respondents or 18.6%, and non-medical personnel of 17 respondents or 13.2% of the total 41 male respondent's male or 31.8% of the total 129 respondents. Meanwhile, more women worked as medical personnel, namely 62 respondents or 48.1%, and non-medical staff 26 respondents, or 20.2% of a total of 88 female respondents or 68.2% of a total 129 respondents. These results can be concluded that employees with employment status as medical and non-medical personnel at Petukangan Public Hospital have more female employees than male employees.

Furthermore, the description of the respondent's profile based on the executor's position was more than the position of coordinator/installation head. Respondents with fewer coordinator positions with less than 2 years of service were 7 respondents or 5.4% compared to more than 2 years of service 14 respondents or 10.9% of the total 21 respondents with the position of coordinator/head of installation or 16.3% of the total 129 respondents. Meanwhile, there were more executive positions with a working period of less than 2 years. There were 61 respondents or 47.3% of a total of 108 executive positions, compared to those with a working period of more than 2 years, namely 47 respondents, or 36.4% of a total of 108 executive positions, or 83.7% of the total 129 respondents. From these results, it can be concluded that employees at Petukangan Public Hospital are more dominated by employees as executors with a working period of less than 2 years than employees with a working period of more than 2 years.

2. Linearity Test

Table 3. Research Variable Linearity Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4111.640	3	1370.547	65.761	.000 ^b
	Residual	2605.166	125	20.841		
	Total	6716.806	128			

Source: Research Primary Data, 2023

In the ANOVA table above, it can be seen that the linearity test of the independent variable (X) on the dependent variable (Y), where the F_{count} is 65.761, while the F_{table} is 3.07 as in the F distribution table on df (128- 3=125). This shows that F_{count} is equal to $65.761 > F_{\text{table}}$ which is equal to 3.07 or has a linear distribution.

3. Simple Regression Test

Regression test analysis is conducted to determine each relationship and influence between the independent variable (X) on the dependent variable (Y) as described in the following table:

a. Regression Test of Leadership Style Variables Toward Organizational Commitment

Table 4. Research Regression Test X1 and Y

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.375	.371	5.747

Source: Research Primary Data, 2023

Based on the results of data processing in the table above, it can be concluded that the magnitude of the relationship between the leadership style variable and the organizational commitment variable is (R) of 0.613. Meanwhile, the magnitude of the contribution of the influence of the leadership style variable on the organizational commitment variable, namely R Square, is 0.375 or 37.5%. This means

that the leadership style applied by the leadership at Petukangan Public Hospital will have an impact on employee organizational commitment by 37.5%.

b. Regression Test of Intrinsic Motivation Variable toward Organizational Commitment

Table 5. Research Regression Test of X2 and Y

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.725 ^a	.526	.522	5.008

Source: Research Primary Data, 2023

Based on the results of data processing in the table above, it can be concluded that the magnitude of the relationship between the intrinsic motivation variable and the organizational commitment variable is (R) of 0.725. Meanwhile, the magnitude of the contribution of the influence of the intrinsic motivation variable on the organizational commitment variable of R Square, is 0.526 or 52.6%. This means that motivation from within the employees/employees at Petukangan Public Hospital will build employee organizational commitment by 52.6%.

c. Test of Job Satisfaction Variables on Organizational Commitment

Table 6. Research Regression Tests of Z and Y

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.571	4.744

Source: Research Primary Data, 2023

According to data processing in the table above, it can be concluded that the magnitude of the relationship between job satisfaction and organizational commitment is (R) of 0.758. Meanwhile, the magnitude of the contribution of the influence of job satisfaction variables on organizational commitment variables, namely R Square, is 0.574 or 57.4%. This means that the existence of job satisfaction felt by employees at Petukangan Public Hospital will build employee organizational commitment by 57.4%.

4. Path Analysis

Path analysis aims to determine the direct or indirect effect of a set of independent variables on the dependent variable simultaneously/multiplely. Based on the test provisions at Alpha = 0.05 or $p \leq 0.05$ as a significant level (sig), the results of the analysis are as in the following table:

a. Job Satisfaction Path Analysis

Table 7. Multiple Regression Coefficients X1 and X2 toward Z

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.429	3.316		1.939	.055
Leadership Style	.238	.053	.292	4.532	.000
Intrinsic Motivation	.698	.072	.621	9.651	.000

Source: Research Primary Data, 2023

From the results of data processing in the table above, it can be seen that the significance values of the two independent variables for the intervening variable, namely X1 = 0.000 and X2 = 0.000, are

smaller than the sig level of 0.05. This means that the first regression model of the independent variable on the intervening variable has a direct and significant effect.

b. Organizational Commitment Path Analysis

Table 8. Multiple Regression Coefficients X1, X2, and Z toward Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.053	3.340		3.908	.000
Leadership Style	.066	.056	.095	1.167	.245
Intrinsic Motivation	.277	.095	.291	2.928	.004
Job Satisfaction	.383	.088	.452	4.331	.000

Source: Research Primary Data, 2023

From the results of processing the data in the table above, it can be seen the significance value of the two independent variables and the intervening variable on the dependent variable. The leadership style variable is known that the value of sig = 0.245. it is greater than the sig value of 0.05. It means that the leadership style variable has no significant effect significant to the organizational commitment variable through the job satisfaction variable. While the intrinsic motivation variable through job satisfaction has a significant effect on the organizational commitment variable indirectly, where the sig value of the intrinsic motivation variable = 0.004 and the sig value of the job satisfaction variable = 0.000 is smaller than the sig level of 0.05. This means that the regression of the second independent variable through the intervening variable has an indirect and significant effect. The results of the analysis can be explained further through the following research analysis path images:

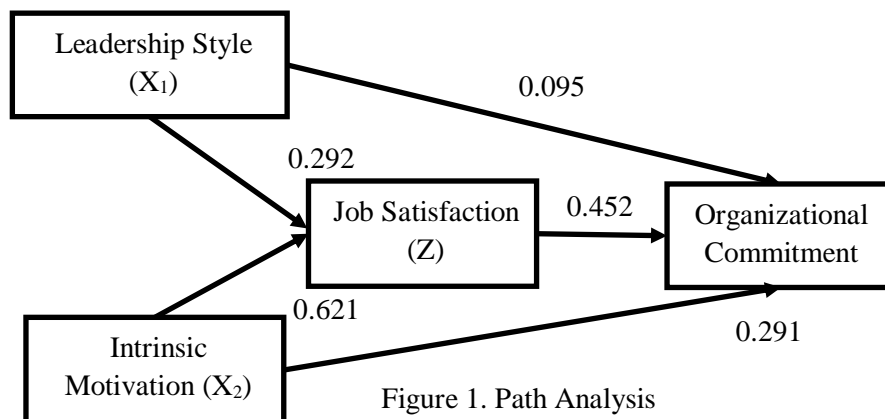


Figure 1. Path Analysis

5. Hipotesis Penelitian

1. Analisis Uji Hipotesis Gaya Kepemimpinan Terhadap Komitmen Organisasi

Tabel 9. Uji Hipotesis X1 Terhadap Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	31.085	3.239		9.598	.000
Leadership Style	.424	.049	.613	8.738	.000

Source: Research Primary Data, 2023

The results of the t-test hypothesis test for the leadership style variable on organizational commitment based on the results of data processing in the coefficients table obtained a positive t_{count} value for the leadership style variable of 8.738, then by looking at t_{table} based on df ($129-2 = 127$) with a significance level of a (0.05) is 1.65. Thus, it can be concluded that $t_{\text{count}} > t_{\text{table}}$ or $8.738 > 1.65$ or H_0 is rejected and H_1 is accepted. Furthermore, the significance number (Prob Value) is $0.000 < 0.05$. Based on this comparison, H_1 is accepted. It means that the leadership style variable has a significant effect on the organizational commitment variable. These results prove that the first hypothesis (H_1) = $H_1: \beta_1 > 0$ which states that there is a significant influence of leadership style on organizational commitment at Petukangan Public Hospital "accepted".

2. Hypothesis Test Analysis of Intrinsic Motivation on Organizational Commitment

Table 10. Hypothesis Test of X2 toward Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.993	3.570		4.760	.000
Intrinsic Motivation	.690	.058	.725	11.869	.000

Source: Research Primary Data, 2023

The results of the t-test of the hypothesis test on the variable intrinsic motivation on organizational commitment based on the results of data processing in the coefficients table obtained a positive t_{count} value of the intrinsic motivation variable of 11.869, then by looking at t_{table} based on df ($129-2 = 127$) with a significance level of a (0.05) is 1.65. Thus, it can be concluded that $t_{\text{count}} > t_{\text{table}}$ or $11.869 > 1.65$ or H_0 is rejected and H_1 is accepted. Furthermore, the significance number (Prob Value) is $0.000 < 0.05$. Based on this comparison, H_1 is accepted. It means that the intrinsic motivation variable has a significant influence on the organizational commitment variable. These results prove that the second hypothesis (H_2) = $H_1: \beta_2 > 0$ which states that there is a significant effect of intrinsic motivation on organizational commitment at Petukangan Public Hospital is "accepted".

3. Analysis of Job Satisfaction Hypothesis Test Toward Organizational Commitment

Table 11. Hypothesis Test of Z toward Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.529	3.198		5.482	.000
Job Satisfaction	.642	.049	.758	13.093	.000

Source: Research Primary Data, 2023

The results of the hypothesis testing t-test variable job satisfaction on organizational commitment based on the results of data processing in the coefficients table obtained a positive t_{count} value of the job satisfaction variable of 13.093. Furthermore, by looking at t_{table} based on df ($129-2 = 127$) with a significance level of (0.05) is 1.65. Thus, it can be concluded that $t_{\text{count}} > t_{\text{table}}$ or $13.093 > 1.65$ or H_0 is rejected and H_1 is accepted. Next, the significance number (Prob Value) is $0.000 < 0.05$. Based on this comparison, H_1 is accepted. It means that the job satisfaction variable has a significant effect on the organizational commitment variable. These results prove that the third hypothesis (H_3) = $H_1: \beta_3 > 0$ which states that there is a significant effect of job satisfaction on organizational commitment at Petukangan Public Hospital "accepted".

4. Hypothesis Test Analysis of Leadership Style Through Job Satisfaction on Organizational Commitment

Table 12. Hypotheses Test of X1 and Z toward Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.525	3.215		5.140	.000
Leadership style	.104	.056	.150	1.837	.069
Job Satisfaction	.552	.069	.652	7.992	.000

Source: Research Primary Data, 2023

The results of the t-test hypothesis test on the leadership style variable through job satisfaction on organizational commitment based on the results of data processing in the coefficients table obtained a positive t_{count} value. The leadership style variable was 1,837 and the job satisfaction variable of 7,992. Thus, by looking at t_{table} based on df ($129-2 = 127$) with a significance level of (0.05) was 1.65. Thus, it can be concluded that $t_{\text{count}} > t_{\text{table}}$ or 1,837 and 7,992 > 1.65 or H_0 was rejected and H_1 was accepted. However, it showed the significance number (Prob Value) of the leadership style variable of $0.069 > 0.05$. H_0 was accepted and H_1 was rejected while the job satisfaction variable was $0.000 < 0.05$. H_0 was rejected and H_1 was accepted. This means that the variable of leadership style through job satisfaction had no significant effect on organizational commitment. Based on this comparison, H_1 was accepted. It means that the variable of leadership style through job satisfaction had an effect but was not significant on the variable of organizational commitment. These results rejected the fourth hypothesis (H_4) = $H_1: \beta_4 > 0$ which stated that there was a significant effect of leadership style through job satisfaction on organizational commitment at Petukangan Public Hospital. "rejected".

5. Hypothesis Test Analysis of Intrinsic Motivation Through Job Satisfaction on Organizational Commitment

Table 13. Hypothesis Test of X2 and Z toward Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.337	3.336		3.998	.000
Intrinsic Motivation	.303	.092	.318	3.280	.001
Job Satisfaction	.422	.082	.498	5.134	.000

Source: Research Primary Data, 2023

The results of the t-test hypothesis test on the variable intrinsic motivation through job satisfaction on organizational commitment based on the results of data processing in the coefficients table obtained a positive t_{count} value. The intrinsic motivation variable was 3,280 and the job satisfaction variable was 5,134. By looking at ttable based on df ($129-2=127$) with a significance level α (0.05) of 1.65, it can be concluded that $t_{\text{count}} > t_{\text{table}}$ or $3,280$ and $5,134 > 1.65$ or H_0 was rejected and H_1 was accepted. Furthermore, the significance figures (Prob Value) were 0.001 and $0.000 < 0.05$. H_0 was rejected and H_1 was accepted. This means that the variable intrinsic motivation through job satisfaction had a significant influence on organizational commitment. Based on this comparison, H_1 was accepted. It means that the variable intrinsic motivation through job satisfaction had a significant effect on the variable organizational commitment. These results proved that the fifth hypothesis (H_5) = $H_1: \beta_5 > 0$ which stated that there was a significant effect of intrinsic motivation through job satisfaction on organizational commitment at Petukangan Public Hospital. "accepted".

DISCUSSION

1. The Effect of Leadership Style on Organizational Commitment

Based on the analysis of the research data, through a simple regression test, it was found that there was a relationship between the variables of leadership style and organizational commitment of (R) 0.613 and the contribution of the effect of leadership style variable to the variable of organizational commitment. It was R Square of 0.375 or 37.5%. These results can be interpreted that each increase in the score of the leadership style variable will have an impact on increasing the contribution score to the organizational commitment variable. Furthermore, based on the results of the hypothesis test, it was found a positive t_{count} value between the leadership style variable and organizational commitment of 8.738. It means that the $t_{\text{count}} > t_{\text{table}}$ or $8.738 > 1.65$ and a significance value (Prob Value) of $0.000 < 0.05$. Hence, it can be concluded that H_0 was rejected and H_1 was accepted. These results proved the first hypothesis which stated that there was a significant effect of leadership style on organizational commitment at Petukangan Public Hospital. Furthermore, based on the results of path analysis, it was also obtained that the effect of leadership style on organizational commitment was 0.095 or 9.5%. The findings of influence in this research also strengthen the results of research from Arif Darmawan, et al. (2017) which stated that leadership style affects organizational commitment, and research from Bagus Putu Fabio, et al. (2016) which stated that leadership style has a greater influence on organizational commitment than on performance.

The findings of this research are also in line with the theoretical concept put forward by Bass (1990) that the factors of transformational leadership style are, a). Charisma: known by the power of vision and appreciation of the mission, raises respect, increases optimism, emphasizes the importance

of goals, and leaders will make subordinates have confidence, b). Inspirational: it includes the capacity of a leader to be a role model for his subordinates, c). Individual attention: attention can be in the form of guidance and mentoring to subordinates. Leaders give personal attention to their subordinates and pay special attention so that subordinates can develop their abilities, d). Intellectual Stimulus: namely the ability of leaders to eliminate the reluctance of subordinates to spark ideas, encourage subordinates to be more creative, and stimulate the thinking of subordinates in solving problems.

The results of this research were deemed necessary to reinforce the attitude of Petukangan Public Hospital. It is to provide directions or appeals to all hospital leaders to be able to apply a leadership style that is able to build employee organizational commitment through an attitude of building employee optimism, providing space to share ideas and ideas with subordinates, building and implementing innovative vision and mission, building teamwork, guiding and directing staff, understanding staff conditions and providing the best solutions to problems, being a role model and embodying mutual respect in the organization. These results were also reinforced by the tendency of respondents' answers through the three-box method analysis. The dimensions of Charisma, Inspirational, Individual Attention, and Intellectual Stimulus obtained an average index of 106.25 which was included in the high category, meaning that the leadership style applied so far in Petukangan Public Hospital is very good and must be maintained and improved by adjusting to any changes in the hospital organizational system and changes in information technology-based service systems.

H₁: There is a significant effect of leadership style on organizational commitment.

2. The Effect of Intrinsic Motivation on Organizational Commitment

Based on the analysis of research data, through a simple regression test, it was found that there was a relationship between the variables of intrinsic motivation and organizational commitment of (R) 0.725 and the contribution of the effect of the variable of intrinsic motivation to the variable of organizational commitment was R Square of 0.526 or 52.6%. These results can be interpreted that each increase in the score of the intrinsic motivation variable will have an impact on increasing the contribution score to the organizational commitment variable. Based on the results of the hypothesis test, it was found a positive t_{count} value between the intrinsic motivation variable and organizational commitment of 11.869. It means that the $t_{\text{count}} > t_{\text{table}}$ or $11.869 > 1.65$ and a significance value (Prob Value) of $0.000 < 0.05$. thus, it can be concluded that H₀ was rejected and H₁ was accepted. These results proved the second hypothesis which stated that there was a significant effect of intrinsic motivation on organizational commitment at Petukangan Public Hospital. Based on the results of path analysis, it was found that the effect of intrinsic motivation on organizational commitment was 0.291 or 29.1%. The findings of effect in this research also strengthen the results of research from Rahayu Muhamad, et al. (2019) which stated that partially intrinsic motivation has a significant effect on organizational commitment. Besides, research from Eka Rosita Widya Sariningtyas, et al. (2016) stated that intrinsic motivation has a significant and positive effect on job satisfaction and increases organizational commitment.

The findings of the effect of intrinsic motivation on organizational commitment are also in line with the theoretical concept put forward by Thomas (Umam, 2010). It describes employees as intrinsically motivated people, if they really care about their work, then look for better ways to do it, and find strength and satisfaction in doing well. Rewards derived from intrinsic motivation, come from the work itself and not from external factors such as salary increases, or praise from superiors. Intrinsic motivation will be achieved when people experience meaningful feelings, namely, a). Meaningfulness: that is when work goals are meaningful to the wishes of employees and there is self-determination, b). Self-determination: the opportunity to be able to choose, and select reasonable task activities and the

ability, c). Competence: namely employees feel able to perform successfully and influence, d). Impact: the feeling of making progress in meeting task goals.

Furthermore, by looking at the tendency of respondents' answers through the three-box method analysis, an average index of all dimensions is 104.7 with a high category. For the highest average index on the statement item, it was "in realizing employee performance works responsibly" with an index result of 111.8. The results of this index can be interpreted that all employees at Petukangan Public Hospital work responsibly and show achievements that have an impact on the employee's career personally or build the performance of the hospital in general. Next, the lowest index is found in the dimension of "motivation to rule" with the statement item "Employees desire to become leaders in the hospital" which is 87.4 in the moderate category. This result can be interpreted that several employees at Petukangan Public Hospital have no more desire to be in power or to pursue a career as a leader in the hospital. Overall, the dimension of "motivation to power" is also lower than the other dimensions. This means that as an employee with quite a lot of executive positions and few job formations, it will be very difficult for executive staff to become leaders or develop their careers in the hospital.

H₂: There is a significant effect of intrinsic motivation on organizational commitment.

3. The Effect of Job Satisfaction on Organizational Commitment

Based on the analysis of research data through a simple regression test, it was found that there was a relationship between the variables of job satisfaction and organizational commitment of (R) 0.758 and the contribution of the effect of the variable of job satisfaction to the variable of organizational commitment was R Square of 0.574 or 57.4%. These results can be interpreted that each increase in the score of the job satisfaction variable will have an impact on increasing the contribution score to the organizational commitment variable. Furthermore, based on the results of the hypothesis test, it was found that the positive t_{count} value between the variables of job satisfaction and organizational commitment was 13.093. It means that the $t_{\text{count}} > t_{\text{table}}$ or $13.093 > 1.65$ and the significance value (Prob Value) was $0.000 < 0.05$. Thus, it can be concluded that H₀ was rejected and H₁ was accepted. These results proved the third hypothesis which stated that there was a significant effect of job satisfaction on organizational commitment at Petukangan Public Hospital. Next, based on the results of the path analysis, it was found that the effect of job satisfaction on organizational commitment was 0.452 or 45.2%. The findings of effect in this research also strengthen the results of research from Yuyuk Liana, et al. (2020) who analyzed the significant influence of leadership style on organizational commitment, leadership style on job satisfaction, job satisfaction on organizational commitment, and leadership style on organizational commitment through job satisfaction using the path analysis method. The results of the research stated that all paths were significant.

The findings of the effect of job satisfaction on organizational commitment are also in line with the theoretical concept put forward by Hackman and Oldham (1978) in the job characteristics model. The model divides the factors into three assessments of job satisfaction; a). General Satisfaction: An overall measure of how far the employee is satisfied and happy with the job, b). Growth Satisfaction: The extent to which the employee is satisfied with opportunities for personal growth and development on the job, c). Satisfaction with Work Context: Satisfaction in this category is satisfaction with wages, job security, co-workers, and supervision. Furthermore, the balance theory or equity theory put forward by Adams (1963) stated that employee satisfaction or dissatisfaction is the result of comparing their own input-outcome with the input-outcome comparison of other employees (comparison person). Thus, if the comparison is felt to be equity, then the employee will feel satisfied. But if there is an imbalance inequity, it can cause two possibilities, namely over compensation inequity which benefits him and vice versa, under compensation inequity which benefits other employees who become the comparison or comparison person.

Furthermore, by looking at the tendency of respondents' answers through the three-box method analysis, the average index of all dimensions for the distribution of respondents from the job satisfaction variable was 104.3. it was included in the high category. The highest average index for each dimension is the "achievement" dimension of 108.4 and the lowest index is the "award" dimension, which was 99.53, but it is still in the high category. Meanwhile, the highest index for each statement item is in the "responsibility" dimension with the statement item "Employees work professionally and are responsible for patients and hospitals" which is equal to 110 in the high category. However, the lowest index of all statement items, namely "employees work according to their dreams and desires" was 98, and is still in the high category. This means that not all hospital employees work based on their dreams and desires. This condition can be caused by an urgent need for work due to personal and family living expenses that must be met, minimal job opportunities, a supportive work environment, and family ties with the hospital owner, as well as age that is not easy so forced to keep working at Petukangan Public Hospital.

H₃: There is a significant effect of job satisfaction on organizational commitment.

4. The Effect of Leadership Style Through Job Satisfaction on Organizational Commitment

Based on the analysis of research data through path analysis (path analysis) with the test provisions at Alpha = 0.05 or $p \leq 0.05$ as a significant level (sig), the results of the analysis showed that the value of leadership style = 0.000 was smaller than the sig level of 0.05. It means that the sig value of the leadership style variable on job satisfaction has a direct and significant effect of 0.292 or 29.2%. While the effect of leadership style through job satisfaction on organizational commitment has no significant effect because it is known that the sig value of leadership style is 0.245 greater than sig 0.05. Furthermore, the results of the hypothesis test found a positive t_{count} value between the leadership style variable of 1,837 through the job satisfaction variable of 7,992. It means that the $t_{\text{count}} > t_{\text{table}}$ or 1,837 and 7,992 > 1.65 or H_0 was rejected and H_1 was accepted. However, if you look at the significance number (Prob Value) of the leadership style variable of 0.069 > 0.05, H_0 is accepted and H_1 is rejected while the job satisfaction variable is 0.000 < 0.05 H_0 is rejected and H_1 is accepted. This means that the variable of leadership style through job satisfaction has no significant effect on organizational commitment.

Based on this comparison, H_1 is accepted. It means that the variable of leadership style through job satisfaction had an effect but was not significant on the variable of organizational commitment. These results rejected the fourth hypothesis (H_4) which stated that there was a significant effect of leadership style through job satisfaction on organizational commitment at Petukangan Public Hospital. The findings of effect in this research refuted previous research from Arif Darmawan, et al (2017) which stated that leadership style affects organizational commitment through job satisfaction as an intervening variable, and research by Yuyuk Liana, et al. (2020) which stated that there is a significant effect of leadership style on organizational commitment through job satisfaction.

Furthermore, based on the results of the three-box method analysis of the leadership style variable, the average index for each dimension is obtained. The highest is the "charisma" dimension, 109.4, and the lowest index was the "inspirational" dimension 104.6. These results indicated that the leadership at Petukangan Public Hospital needs to be an inspiration for all employees in building employee commitment. Meanwhile, based on the results of the analysis of the three-box method for the variable job satisfaction, the average index for each dimension was obtained, the highest was the "achievement" dimension, which was 108.4 and the lowest index was the "reward" dimension, which was 99.53. it means that employees had a high desire to realize an achievement that must be in line with an appreciation for every achievement that has been achieved both personally and as a work team.

H₄: There is no significant effect of leadership style through job satisfaction on organizational commitment.

5. The Effect of Intrinsic Motivation Through Job Satisfaction on Organizational Commitment

Based on the analysis of research data through path analysis (path analysis) with the test provisions at $\text{Alpha} = 0.05$ or $p \leq 0.05$ as a significant level (sig), the results of the analysis showed that the sig value of intrinsic motivation = 0.000 is smaller than the sig level of 0.05. It means that the sig value of the intrinsic motivation variable on job satisfaction had a direct and significant effect of 0.621 or 62.1%. Furthermore, the effect of intrinsic motivation through job satisfaction on organizational commitment also indirectly has a significant effect because it is known that the sig value of intrinsic motivation was 0.004 which was smaller than the sig value of 0.05. Furthermore, the results of the hypothesis test found a positive t_{count} value between the intrinsic motivation variable of 3,280 through the job satisfaction variable of 5,134. It means that the $t_{\text{count}} > t_{\text{table}}$ or $3,280$ and $5,134 > 1.65$ and see a significance value (Prob Value) of 0.001 and $0.000 < 0.05$ or H_0 was rejected and H_1 was accepted. This means that the variable intrinsic motivation through job satisfaction had a significant effect on organizational commitment.

Based on this comparison, H_1 was accepted. It means that the variable of leadership style through job satisfaction has an effect but is not significant on the variable of organizational commitment. These results proved the fifth hypothesis (H_5) which stated that there was a significant effect of intrinsic motivation through job satisfaction on organizational commitment at Petukangan Public Hospital. The findings of effect in this research refuted previous research from Muhammad Yusuf, et al. (2021) which stated that intrinsic motivation and extrinsic motivation have a positive and significant effect on employee job satisfaction. The effect of intrinsic motivation on performance is significantly positive, while extrinsic motivation shows no significant positive effect on performance. Job satisfaction is not an intervening variable between intrinsic and extrinsic motivation on performance.

Furthermore, based on the results of the three-box method analysis of the variable intrinsic motivation, the highest average index of the dimension was "motivation to be affiliated/friendly" of 108.3 and the lowest index was the dimension "motivation to rule" which was equal to 99.76. These results indicated the tendency of employees to prefer a comfortable working atmosphere and environment compared to the desire to prefer to compete for power/position at Petukangan Public Hospital. Next, when it is associated with the results of the three-box method analysis of the variable job satisfaction with the average index of each dimension the highest is the "achievement" dimension which was equal to 108.4 and the lowest index is the "reward" dimension which was equal to 99.53. It can be interpreted that many employees have excelled but have not received awards from the organization so they are unable to increase employee motivation and job satisfaction which has an impact on low organizational commitment at Petukangan Public Hospital

H_5 : There is a significant effect of intrinsic motivation through job satisfaction on organizational commitment.

CONCLUSION

Based on the results of research and discussion, it can be described several conclusions related to research in order to analyze the effect of leadership style and intrinsic motivation through job satisfaction on organizational commitment at Petukangan Public Hospital, as follows:

1. There is a significant effect of leadership style on organizational commitment with an R Square value of 0.375 or 37.5%. This result can be interpreted that the application of leadership style by the leadership at Petukangan Public Hospital is very necessary to increase employee organizational commitment at Petukangan Public Hospital.
2. There is a significant effect of intrinsic motivation on organizational commitment with an R Square value of 0.526 or 52.6%. This result can be interpreted that by increasing employee

intrinsic motivation. It will directly have an impact on increasing employee organizational commitment at Petukangan Public Hospital.

3. There is a significant effect of job satisfaction on organizational commitment with an R Square value of 0.574 or 57.4%. This result can be interpreted that the increase in job satisfaction from hospital employees will have an impact on increasing employee commitment at Petukangan Public Hospital.
4. There is no effect of leadership style through job satisfaction on organizational commitment with a leadership style sig value of 0.245 greater than the 0.05 sig value. These results can be interpreted that leadership style cannot build job satisfaction and also does not directly affect employee organizational commitment at Petukangan Public Hospital.
5. There is an effect of intrinsic motivation through job satisfaction on organizational commitment with a sig value of 0.004 intrinsic motivation which is smaller than the sig value of 0.05. These results can be interpreted that the existence of work motivation from within the employee will result in satisfaction at work and will indirectly affect the increase in employee organizational commitment at Petukangan Public Hospital.

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