

Organisational Commitment of Contract Workers of Lumajang District Government After the Letter of the Minister of PAN and RB Number : B /185/M.SM.02.03/2022

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ABSTRACT

This study aims to determine and analyse the effect of organisational commitment as the dependent variable of Lumajang District Government contract personnel after the Minister of PAN and RB Letter Number: B/185/M.SM.02.03/2022 concerning Personnel Status in the Agency Environment, Central and Regional Government. While the independent variables are organisational culture, transformational leadership and job satisfaction. This research method uses descriptive quantitative. The data used is primary data with a population of contract employees. The dependent variable in this study is organisational commitment with indicators. The independent variables in this study are the marketing mix consisting of organisational culture, and job satisfaction with each measuring instrument indicator and transformational leadership variables with measuring instrument indicators. Data analysis used multiple linear regression analysis. The results showed that partially organisational culture, transformational leadership, and job satisfaction had no effect on organisational commitment, and the results of testing all variables stated that organisational culture, transformational leadership and job satisfaction simultaneously had no effect on organisational commitment in contract employees within the Lumajang District Government.

Keywords: Job Satisfaction, Organisational Commitment, Organisational Culture, Transformational Leadership.



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INTRODUCTION

Human resource issues continue to plague organisations in both the public and private sectors. In the central to local government environment, this problem also attracts attention. Both from the level of education and the competence attached to employees. Currently, the topic is the plan to eliminate honorary staff from the centre to the regions. This is in line with the Minister of State Apparatus Empowerment and Bureaucratic Reform's letter number : B /185/M.SM.02.03/2022

dated 21 May 2022 concerning Personnel Status in the Environment of Agencies, Central and Regional Governments.

In accordance with Government Regulation (PP) No. 48 of 2005 which has been amended to PP No. 56 of 2012, honorary personnel are non-civil servants and non-PKPK employees. Honorary workers are appointed by the Personnel Supervisory Officer or other officials in the government with the source of salary coming from the APBN or APBD. This payroll scheme makes the nominal amount of honorary workers' salaries depend on the agency or official who recruits honorary recruiters based on the budget allocation in the Work Unit (Satker) (Andriyono, 2022). Contract workers in the central and regional governments are usually people who work with non-ASN (State Civil Apparatus) status, which means they are not appointed as civil servants through ASN selection such as CPNS (Prospective Civil Servants) or PPPK (Government Employees with Work Agreements). (Dede, 2023).

Contract workers in the central government work in various fields ranging from administration, finance, information technology, to research. The usual system is that these personnel are employed through labour contracts for a certain period of time, for example one year or more, depending on the needs of the agency (Sastrohadiwiryono & Syuhada, 2021). However, these workers also have rights and obligations, including wages, leave, and legal protection in accordance with applicable regulations. However, they do not get all the rights that ASNs have, such as more comprehensive pension and health benefits. (Ardhanariswari & Setyadi, 2023)

Within local government, contract workers in local government often support various operational and administrative activities at the district/city or provincial level. They can work in various sectors, such as education, health, development planning, and so on. Despite their status as contract workers, there are differences in contracting and payment systems from one region to another, as this depends on the policies of each region. (Sepriano et al., 2023). Contract workers usually have limited social security, such as health insurance and work accidents, but not as comprehensive as ASN. For those with good qualifications and experience, there are opportunities for promotion or longer contracts with greater responsibilities. (AM, MM, & Dayat Hidayat).

Despite their status as honorary staff, they still carry out activities like those with other statuses, namely ASN and PPPK (Government Employees with Work Agreements). They also deal with organisational culture, transformational leadership style and job satisfaction and are required to be committed.

The Lumajang District Environmental Office is part of the Lumajang District Government and has 61 contract workers. In the organisation, based on observations, the organisational culture has not shown a good culture or norms due to the lack of self-awareness of employees in mutual tolerance in small things, and sometimes there is a mismatch between one person and another in a team. The transformational leadership style of leaders also needs to be improved because some leaders in each work unit pay less attention to employee complaints, resulting in a lack of employee loyalty and care for the leadership. The phenomenon of low levels of organisational culture, transformational leadership style, job satisfaction, and organisational commitment of employees at work makes researchers interested in conducting research related to the variables of organisational culture, transformational leadership style, and job satisfaction on organisational commitment. If employees have low organisational commitment, such as being late for work or not coming to work. A decrease in organisational commitment is triggered causing an increase in employee workload. This causes discomfort at work, so that employee job dissatisfaction arises. Then low organisational commitment is indicated when employees who work do not get supervision, so employees who work at will.

Organisational Culture

According to (Sari, Zamzam, & Syamsudin, 2021) Organisational culture is the personality of the organisation that influences the way individuals act in the organisation. It is further explained that organisational culture affects the attitudes and feelings of members of the organisation (Setyaningsih, Istiatin, & Suryo, 2024) . According to (Faisal, Sjarief, & Panjaitan, 2023) argues that organisational culture is a pattern of shared beliefs, behaviours, assumptions, and values. Organisational culture shapes the way members of the organisation behave and interact and influences the way they work.

In turn, this organisational culture is expected to be able to create a conducive environment for improving individual and organisational performance. Organisational culture is essentially the basic values of the organisation, which will serve as a basis for attitude, behaviour and action for all members of the organisation. Organisational culture is the way people behave in the organisation and it is a set of norms consisting of shared beliefs, attitudes, values and patterns of behaviour in the organisation (Ginting, 2023).

a. Functions of Organisational Culture

According to (Wahyuni, 2023) noted five functions of organisational culture, namely: (1) Distinguishing one organisation from another, (2) Increasing members' senses of identity, (3) Increasing mutual commitment, (3) Creating social system stability, and (5) Court mechanisms that guide and shape employee attitudes and behaviour. According to (Sihombing, 2023) mentioned five functions of organisational culture, which are as follows: (1) Reducing internal conflict, (2) Implementing supervisory coordination, (3) Reducing uncertainty, (4) Providing motivation to organisational members, and (5) A strong organisational culture will increase consistency, coordination, and supervision, and reducing uncertainty increases motivation.

b. Characteristics of organisational culture

Organisational culture does not just exist, but must be created, maintained and strengthened, even changed to suit the internal and external demands of the organisation. The content of an organisational culture mainly comes from 3 sources. According to (Fernanda & Frinaldi, 2023) The contents of an organisational culture include: (1) the founders of the organisation, (2) the organisation's experience of the external environment, and (3) the working relationships of employees bringing their expectations, values and attitudes into the organisation.

c. Dimensions of organizational culture

According to (Kevin & Edalmen, 2023) There are five indicators of organisational culture, including the following: (1) Self-awareness, (2) Aggressiveness, (3) Personality. (3) Performance, (4) Team orientation.

Transformational Leadership Style

(Muktamar, Susanti, & Resita, 2024) suggests that the role of leaders or leadership in organisations or companies there are three forms, namely interpersonal roles, informational roles, and decision-making roles. The interpersonal role in the organisation is a symbol of the existence of the organisation, a leader is responsible for motivating and providing direction to subordinates, and a leader has a role as a liaison. Transformational leadership is a leadership process that affects major changes in the attitudes and assumptions of human resources, organisations, and builds commitment to the mission and goals of the organisation. (Kum, 2023).

(REFA, 2023) concludes that there are nine roles that transformational leaders can play in an organisation: planners, policy makers, experts, implementers, controllers, rewarders, punishers, role models, symbols, places to blame for all mistakes, and leaders who can take the place of other members in certain roles. A common definition of transformational leadership is a process whereby managers dramatically outperform their subordinates in terms of vision, inspiration, and employee excitement, as well as in terms of coaching and team building. (Iswahyudi et al., 2023).

Based on some of the definitions above, it can be concluded that transformational leadership is a leadership style where the leader is able to place himself well among his employees in other

words, sitting the same low standing the same high able to blend, motivate, and articulate clear expectations of the achievements of employees.

The barrier between subordinates and leaders is not so visible, so there is a comfortable process of interaction and communication between the two that can create a sense of respect, respect, trust. That way the work relationship in this case the leader's orders can be implemented and carried out by employees in accordance with the objectives to be achieved. Indikator kepemimpinan transformasional. The indicators of transformational leadership are as follows: (1) Idealistic influence, (2) Inspirational motivation, (3) Intellectual stimulation, and (4) Individualised consideration. (Sholihah, 2023)

Job Satisfaction

Job satisfaction is an interesting and important issue because it has proven to have a great influence on the interests of individuals, industry and society. For employees, job satisfaction will create a pleasant feeling at work. As for the organisation, job satisfaction is useful in efforts to increase production, improve employee attitudes and behaviour. Employees' feelings of joy or discontent with their employment are referred to as job satisfaction. (Aghnia & Sunarsi, 2023).

Job satisfaction is defined as a condition of the extent to which employees feel positively or negatively about various dimensions of their job-related tasks. (DARIYANTO, 2023). Thus, it may be said that having a fulfilling job is an employee's perspective on the tasks and responsibilities received, which is based on aspects of experience and expectations from the employee's point of view. The basic principles of job satisfaction are as follows; (1) the job itself, (2) the boss, (3) co-workers, (4) promotion, and (5) salary/wages. (Subahan, 2021)

Job satisfaction felt by employees can be increased through improving the level of salary received. Salary as a means of fulfilling the needs of life must be increased periodically in accordance with the capabilities of the organisation. Job satisfaction indicators measure job satisfaction by referring to the measurement of the job descriptive index as follows: (1) pay, (2) promotion, (3) supervision, (4) the employee himself, and (5) co-workers (Pertiwi, Indarti, & Maulida, 2022) .

Organisational Commitment

Organisational commitment is often defined as a strong desire to remain a member of a particular organisation, a willingness to exert a high level of effort on behalf of the organisation, and a definite belief in and acceptance of the organisation's values and goals (Yayubangkai, Areros, & Sambul, 2022). In other words, commitment is an attitude that reflects job loyalty to the organisation and is an ongoing process through which organisational participants express their concern for the organisation and its continued success and well-being.

According to (Suryati, 2021) commitment as a condition in which an individual sides with the organisation and its goals and desires to maintain his membership in the organisation. Organisational commitment is an attitude that reflects an employee's loyalty to the organisation and an ongoing process by which organisational members express concern for the organisation, for the organisation's success and its continued progress (Kurniawan, 2022).

It can be said that organisational commitment is an encouragement from within the individual to do something in order to support the success of the organisation in accordance with its goals and prioritise the interests of the organisation. Indicators of organisational commitment are: (1) Affective Commitment, (2) Continuance Commitment, and (3) Normatif Commitment (Oupen, Agung, & Yudana, 2020).

METHODS

The method used in this research is quantitative method, quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses (Kuncoro, 2018).

The object in this study consists of independent variables (X) consisting of organisational culture variables, transformational leadership style on the dependent variable (Y), namely organisational commitment, so in this study multiple linear analysis techniques are used, with these techniques it will be possible to test the hypothesis that there is a partial influence and simultaneous influence between the independent variables (X) on the dependent variable (Y). The population in the study was 157 contract workers in the Lumajang District Environmental Service. By using the Slovin sampling technique, 61 contract workers were used.

RESULTS AND DISCUSSION

Respondents in this study were divided based on the age described and there were 10 people (16.4%) aged between 17-25 years, in the age range 26-30 years had 28 people (45.9%), at the age of 31-35 years there were 17 people (27.9%), and in the age range 36-50 years there were 6 people (9.8%). Based on the level of education, 32 people or 52.5% have a high school / MA / SMK education, and 29 people or 47.5% have a D1 / D2 / D3 / S1 education. There are 16 or 26.2% of contract employees at the Lumajang District Environmental Office who are female, while 45 or 73.8% are male.

Based on the results of respondents' responses to the organisational culture variable, it is known that the average respondent gives an agree answer in the sense that the organisational culture variable has a sufficient role. Based on the results of respondents' responses to the transformational leadership variable, it is known that the average value is 3.6 so that it can be interpreted that the average respondent gives an agree answer and some give a doubtful answer in the sense that the transformational leadership variable has a sufficient role. Based on the results of respondents' responses to the job satisfaction variable, it is known that the average value is 3.5 so that it can be interpreted that the average respondent gives an agree answer and some give a doubtful answer in the sense that the job satisfaction variable has a sufficient role. Based on the results of respondents' responses to the organisational commitment variable, it is known that the average value is 4.3 so that it can be interpreted that the average respondent gives an agree answer in the sense that the contract staff of the Lumajang District Environmental Service has a fairly high organisational commitment.

In the first instrument test stage, the validity test is used to determine the degree of accuracy between the data that actually occurs on the object of research and the data that can be done by researchers. The validity test of all research instruments is tested one by one for each variable. Indicators are declared valid if the pearson correlation value is greater than 0.3 if the pearson correlation value is less than 0.3 then the indicator is invalid. The results of the organisational culture validity test show that the pearson correlation value of the two statements is above the minimum r value (0.3), namely 0.900; 0.852; 0.897; 0.857; 0.885 and 1 so that the organisational culture indicator is declared valid (Sa'adah, 2021). The results of the transformational leadership validity test show that the pearson correlation value is above the minimum r (0.3), namely 0.834; 0.789; 0.869; 0.827 and 1 so that the transformational leadership style indicator is declared valid.

The results of the job satisfaction validity test show the pearson correlation value of the three statements is above the minimum r (0.3), namely 0.635; 0.759; 0.699; 0.697; 0.744 and 1 so that the job satisfaction indicator is declared valid. The results of the organizational commitment validity test show that the pearson correlation value of the three statements is above the minimum r

(0.3), namely 0.646; 0.745; 0.853; and 1 so that the organizational commitment indicator is declared valid.

Based on the results of data processing, it shows that all statements contained in the research instrument are declared valid, so that all instruments in this study can be said to be suitable as research instruments because they can describe the information data needed.

Reliability is an index that shows the extent to which a measuring instrument can be guaranteed measurement and can be relied upon. (Kusumastuti, Khoiron, & Achmadi, 2020) .

This measurement is only done once but the results are compared with other questions. There is a provision value for measuring reliability with the Cronbach Alpha statistical test (). A construct is said to be reliable if it has Cronbach Alpha > 0.60 and if the result is <0.60 then a construct is said to be unreliable (Indriani, 2021). Reliability test is used to measure the degree of fixity, accuracy or accuracy shown by the measurement instrument. The resulting Organisational Culture is 0.926 (highly reliable), Transformational Leadership is 0.848 (highly reliable), Job Satisfaction is 0.749 (reliable) and Organisational Commitment is 0.607 (reliable).

The multicollinearity test is a test carried out to determine whether a correlation is found in the regression between independent variables. If there is correlation, then the problem of multicollinearity must be overcome. The multicollinearity test can be carried out by referring to the Variance Inflation Factor (VIF) where if the value is <10 and the tolerance value is not less than 0.1. In this study, the multicollinearity test was measured by fulfilling the criteria that the VIF value was no more than 10 and the tolerance value was more than 0.1 (Nurcahya, Arisanti, & Hanandhika, 2024). Multicollinearity Test Results Organisational Culture is 0.199 (Multicollinearity Free), Transformational Leadership is 0.200 (Multicollinearity Free) and Job Satisfaction is 0.972 (Multicollinearity Free). Based on these results, the residual model meets the multicollinearity test criteria so that the residual model is declared free from multicollinearity or there is no correlation between variables.

For the purpose of knowing, multiple linear regression analysis shall be used. the formulation of the effect of the independent variable on the dependent variable. Based on the results of multiple linear regression analysis, the formulation of multiple linear regression analysis models in this study is obtained as follows:

$$Y = 4,918 + 0,122 X_1 - 0,188X_2 - 0,110X_3 + e$$

With conditions:

Y = Organizational Commitment

X1 = Organizational Culture

X2 = Transformational Leadership

X3 = Job Satisfaction

Multiple linear regression analyses shall be used for the purposes of knowing.. To conclude by comparing the value (th) t count with the value ta, if th > ta then H is accepted or it can be said that there is an influence of the independent variable (X1) on the dependent variable (Y), if th < ta then H is rejected.

The partial t test results of organisational culture have a t count of 0.682 less than the t table (2.002) which shows that organisational culture has no effect on organisational commitment. The significance value of organisational culture of 0.498 is greater than the specified significance value of 0.05, so organisational culture has no influence and is not significant to organisational commitment so that the first hypothesis (H1) is rejected.

The partial t test results of transformational leadership have a t count of -0.909 less compared to the t table (2.002), which illustrates how organisational commitment is impacted by transformative

leadership. The second hypothesis (H2) is rejected since the significance value of transformational leadership (0.367) is higher than the predetermined significance value of 0.05, indicating that transformational leadership has no effect and is not important to organisational commitment.

The partial t test results of job satisfaction have a t count of -1.006 less compared to the t table (2.002), which demonstrates the lack of relationship between organisational commitment and organisational commitment. The third hypothesis (H3) is rejected since work satisfaction's significance value of 0.318 is higher than the predetermined significance threshold of 0.05, indicating that job satisfaction has no effect on organisational commitment. This study's quantitative analysis yielded the conclusion that, on the whole, respondents' assessments of one of the study's variables were positive.. This can be proven by a large number of responses by respondents who agree with each statement of the research variable. Based on the results of hypothesis testing, it is found that the three dependent variables, namely organisational culture, transformational leadership and job satisfaction, have no influence on organisational commitment.

Organisational culture is a pattern of shared beliefs, behaviours, assumptions, and values. Organisational culture shapes the way members of the organisation behave and interact and influences the way they work. The organisational culture implemented in the Lumajang District Environmental Office is expected to create a conducive environment for improving individual and organisational performance. The organisational culture of the Lumajang District Environmental Office is essentially the basic values of the organisation, which will serve as the basis for attitude, behaviour, and action for all employees. The results of this study state that organisational culture has no effect on organisational commitment. Organisational culture describes the habits of employees at work, which should be an assessment of the good or bad behaviour of employees in their daily work at the Lumajang District Environmental Service office.

However, most of the respondents in this study stated that employees do not really focus on the culture in the office but focus more on the Company Operational Standards (SOP) so that employees always work according to the SOP and are always committed to the goal. Therefore, when sometimes there are new employees or employee assistance from other offices, the culture within the office also changes, whether the value of organisational culture is increased or decreased, employees of the Lumajang District Environmental Agency will always focus on organisational commitment. The results of this study are not in line with research by Permatasari (2017) but in line with research by Fauzi (2016) which states that organisational culture has no effect on organisational commitment. This difference occurs due to the number of samples, research locations and other variables that support related research.

Indicators of the results of the study stated that organisational culture has no significant effect on organisational commitment can be seen from the following statements:

- a. I try to obey the rules of the office and develop myself as best I can. As employees, they should obey the rules that have been set, but for self-development, if adjusted to the research results, it is possible that employees are still lacking in self-development.
- b. I try to pursue the objectives of the work target plan. Every activity is never separated from the goals to be achieved, each employee is required to be able to do every detail of the work that is the target of the agency.
- c. I respect and am friendly to every employee in the office. Respect is very important for employees to work in the office. A friendly attitude that is sometimes misinterpreted to become an insignificant conversation can become a bad culture, so it must be reduced little by little by employees.
- d. I try to create creativity in every job. Creativity is formed because employees often work hard and train themselves, in this case employees are still not fully melting creativity in work. But still trying to work better in accordance with work commitments.
- e. I apply good communication in the team in every job. Communication is important in work so that there are no misunderstandings, employees as much as possible must be able to condition

themselves in communicating properly and correctly between fellow employees and the leadership so that they do not need to offend and change their mutual commitment to work.

Transformational leadership can emotionally motivate the performance of employees of the Environmental Service. The policies implemented can describe how the character of a leader of an agency. Based on the test results, transformational leadership has no influence on organizational commitment in employees of the Lumajang District Environmental Service. If the transformational leadership style applied is not right for employees, there will be a decrease in organizational commitment, on the other hand, if the transformational leadership style is appropriate and in accordance with employees, organizational commitment can be created.

The test results in this study state that transformational leadership has no effect on organisational commitment. As a leadership attitude or process that affects major changes in human resource attitudes and assumptions to build organisational commitment, the transformational leadership attitude of the Lumajang District Environmental Service has no effect on employees, this can be caused because employees from the beginning already have a high commitment to work better in the office, this attitude is obtained from basic education and training when employees become official employees at the Lumajang District Environmental Service. so it can be said that the commitment of employees already exists without having to be pushed by leaders who teach leadership processes to increase organisational commitment. The results of this study are not in line with research conducted by Sukrajap (2016) which states that transformational leadership style can have an influence on organisational commitment. However, the results of the study support the research of Nugroho (2011) which states that transformational leadership has no effect on organisational commitment.

Indicators of the research results stated that transformational leadership has no significant effect on organisational commitment can be seen from the following statements:

- a. Leaders provide a positive example for workers in the office. As contract workers, there are times when they pay less attention to the leadership so that the examples given are less understood by employees. However, as a good leader, he will still provide examples and motivation to increase employees' commitment to work.
- b. Leaders always encourage and show high commitment. New employees sometimes do not have maximum enthusiasm for work. However, leaders will always give more attention so that the commitment of employees can be formed properly.
- c. Leaders are able to provide solutions to problems for employees. Leaders are considered capable of providing solutions to work problems, in this case employees sometimes still lack trust in the leadership's decisions and also sometimes trust the leadership because as a superior who can be a solution mediator.
- d. Leaders accept every aspiration from employees regarding their careers. Aspirations from employees should indeed be channelled even though sometimes the aspirations conveyed are personal, but the leadership still accommodates all aspirations from employees.

Job satisfaction is what makes people love their jobs or leave their jobs and the higher the employee's job satisfaction, the more happy and comfortable he will be to keep working in the company. Every job requires a skill according to their respective fields. The level of difficulty a job has, as will either raise or lower a person's level of job satisfaction, as well as their perception of how important their knowledge is to their work.

The results of the tests in this study state that job satisfaction has no effect on organisational commitment. As an employee of the Service, of course, you must have great commitment in order to be a good role model for the community. Job satisfaction does not have to be a measure of employee pride, but without job satisfaction employees must and are still required to have organisational commitment, this commitment is sometimes supported by good value from the company, so that employees are always committed to working better and achieving organisational

goals. The results of this research support research by Tirtaputra (2016) which states that job satisfaction has no effect on organizational commitment.

Indicators from the research results stated that job satisfaction does not have a significant effect on organizational commitment, which can be seen from the following statement:

- a. I get a salary commensurate with the work I do. Each employee has received a salary according to the work carried out, official agencies provide wages in accordance with established regulations. So there are no more protests from employees regarding salaries, because the salary system is clear based on the laws in force in the country.
- b. I have the opportunity for a higher position. Promotion in the official environment is considered not easy for employees to achieve, there are many conditions and qualifications that must be met. However, as an employee, you will always be enthusiastic and committed to working better without having to focus on promotion.
- c. The supervision carried out by the Supervisor always gives me direct support in my work. Supervision in the work environment is considered to be in accordance with the rules, however, employees are not pressured by supervision, because no matter what the supervision system is, employees will continue to work according to their initial commitment.
- d. I have an interest in the tasks in my work. Employees still don't have very high interest in their work, so there are still tasks left for employees to do. However, this is not an obstacle, employees will still complete their work even though it takes more time to work.
- e. I have coworkers who care about each other as fellow employees. There is very little concern for fellow co-workers in an office environment, therefore sometimes there are still disputes that occur but employees are still able to act professionally and still care about other employees.

CONCLUSIONS

Organizational culture has no effect on organizational commitment among Lumajang Regency Environmental Service contract employees. Organizational culture is the manners and rules that employees follow in an office environment. Organisational commitment is unaffected by transformational leadership.. The emotional closeness that is built between employees and leaders is a consideration for employees to comply with every rule and carry out their work well. However, in this case the employees are still not in line with the transformational leadership style created by the leadership so that there is a lack of emotional appreciation which can build employee commitment. Job satisfaction has no effect on organizational commitment. Employees are still not satisfied with their work, this could be due to the personal emotions of contract workers who want everything to be according to their wishes, but agency regulations are obliged to do the opposite.

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