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Article

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MANAGEMENT | RESEARCH ARTICLE

The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture

Siti Nurjanah^{1*}, Vina Pebianti¹ and Agung Wahyu Handaru¹

Abstract: This research aims to determine the influence of transformational leadership and job satisfaction on OCB with mediating organizational commitment variables from 196 Civil Servants at the Inspectorate General of the Ministry of Education and Culture, Jakarta, Indonesia. The data analysis method uses the Partial Least Square (PLS) method. The results of the study show that (1) transformational leadership has a significant and positive effect on organizational commitment, (2) job satisfaction has a significant and positive effect on organizational commitment, (3) organizational commitment has a significant and positive effect on OCB, (4) transformational leadership has a significant and positive effect on OCB, (5) job satisfaction has a significant and positive effect on OCB, (6) transformational leadership has a significant and positive effect on OCB through organizational commitment, and (7) job satisfaction has a significant and positive effect on OCB through organizational commitment.

Subjects: Development Studies; Research Methods in Development Studies; Business, Management and Accounting



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PUBLIC INTEREST STATEMENT

To achieve company excellence and achieve organizational goals, a company must be supported by capable human resources and able to carry out the responsibilities and demands of the organization in particular and the wider community in general. This requires employees of the Inspectorate General of the Ministry of Education and Culture to do the work and behave as expected by the organization or company. Behavior than expected by the organization and the demands of the organization are not only in role behavior but also extra role behavior called Organizational Citizenship Behavior. The novelty of this research is the first research about OCB with organizational commitment as variable intervening was carried out in Inspectorate General of the Ministry of Education and Culture, Jakarta, Indonesia.

Keywords: transformational leadership; job satisfaction; Organizational Citizenship Behavior (OCB); organizational commitment

1. Introduction

Human resources is one of the most important and inseparable factors in a company. At present, new developments are created that view employees not only as resources, but also as assets or capital for a company that must be managed and developed. To be able to achieve agency excellence and achieve organizational goals, an agency or company must be supported by capable human resources and able to carry out the responsibilities and demands of the organization in particular and the wider community in general. This requires employees of the Inspectorate General of the Ministry of Education and Culture to do the work and behave as expected by the organization or company. Behavior than expected by the organization and the demands of the organization are not only in role behavior but also extra role behavior called Organizational Citizenship Behavior (OCB).

OCB characteristics reflect positive employee behavior that goes beyond the roles, tasks, and job descriptions required by the organization. Employees with OCB do not expect to receive appreciation from the organization or positive behavior carried out, but they show that behavior voluntarily and spontaneously. Chahal and Mehta in Winoto (2019) stated that OCB was able to reduce absenteeism, employee turnover, employee retention, and increase job satisfaction and employee loyalty. Based on observations and absenteeism reports from the Inspectorate General of the Ministry of Education and Culture, information was obtained that there were still some employees who did not pay attention to discipline in terms of attendance.

To increase employee OCB, organizations need to find out what can cause or increase OCB. Organ et al. (2006) categorize factors that influence OCB consisting of individual differences such as experience, personality, and abilities; work attitudes such as organizational commitment, organizational support, and job satisfaction; and contextual variables such as work characteristics, attitudes to work, leadership style. The researcher chose the variables of organizational commitment, transformational leadership style and job satisfaction that will be used in this study. These three variables are needed by companies or government agencies to increase employee OCB in an increasingly dynamic work world.

Research (Jo & Joo, 2011; Oemar, 2013; Sahertian, 2010) proves that organizational commitment is the most dominant variable affecting OCB. Someone who has a high level of commitment to the organization tends to stay as a member in a relatively long time. Organizational commitment as part of the attitude influences a variety of important behaviors for the organization to function effectively. High organizational commitment is associated with high OCB and employee performance, low alpha levels, and delays.

Another factor that plays a role in forming Organizational Citizenship Behavior is the leadership factor. Transformational leadership has a close relationship with the availability of employees to be involved in OCB. Leaders who give examples to their subordinates to do OCB will motivate their subordinates to do OCB. The trust and likeness of subordinates towards the leadership will increase the enthusiasm and efforts of the subordinates to do better work so as to achieve the goals set by the company.

In addition to the leadership factor, OCB improvement is also carried out through employee job satisfaction. Sani's research (2013) defines that job satisfaction is an attitude towards one's work, the difference between the number of benefits received by workers and the number of rewards they believe must be received. Satisfied employees will generally find it easier to make more contributions from OCB roles than others. Someone with a high level of satisfaction shows a positive attitude towards their work. Conversely, someone who is dissatisfied with his work will show a negative attitude towards his work (Cahya & Wibawa, 2016).

By looking at and observing the descriptions that have been stated above it is deemed necessary to research the factors that affect OCB employees. This is what drives researchers to conduct scientific research with the title, "The Effect of Transformational Leadership and Job Satisfaction on Organizational Citizenship Behavior (OCB) with Mediation Variables Organizational Commitment." As explained in the background of the problem, this study intends to examine the effect of transformational leadership, job satisfaction, and organizational commitment on organizational citizenship behavior (OCB). The novelty of this research is the first research about OCB with organizational commitment as variable intervening was carried out in Inspectorate General of the Ministry of Education and Culture, Jakarta, Indonesia.

2. Literature review

2.1. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a part of organizational behavioral science that is usually not seen or taken into account. Robbins and Judge (2006) argues that OCB is a choice behavior that does not become a formal work obligation but supports the effective functioning of the organization. This behavior is also referred to as extra-role behavior. OCB also refers to behaviors that go beyond the normal obligations of employees. This includes avoiding unnecessary conflicts, helping others without being arrogant, doing hard work patiently, engaging in organizational activities, and performing performance that exceeds the normal tasks ordered (McShane & Glinow, 2015).

Based on the definitions mentioned above, it can be concluded that the Organizational Citizenship Behavior (OCB) is extra-role work behavior or behavior outside the required workload that is voluntary and sincere without any orders from the company. This behavior is very beneficial for companies, especially in corporate environments with very fierce business competition. Organ et al. (2006) integrate OCB into five components including altruism, sportsmanship, civic virtue, conscientiousness, and courtesy.

2.2. Organizational commitment

Luthans (2012) defines organizational commitment as a strong willingness to become a member of the organization, a high willingness for the organization, to believe and accept the values and goals of the organization. From these three points, Luthans stated that commitment can be interpreted as one's loyalty to the organization, where each member pays attention to the progress of the organization on an ongoing basis. According to Greenberg and Baron (2003) organizational commitment is the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works.

Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. Organizational commitment is made and agreed upon together to provide convenience in achieving organizational goals, providing rewards and setting penalties. Thus the signs formed can be used as a guide for employees in carrying out their duties, principles, and functions (Oemar, 2013).

From the definitions of the experts above, it can be concluded that organizational commitment is the level of trust in which an employee sided with a particular organization and its objectives and intends to maintain and maintain membership in the organization, as well as reflect an attitude of loyalty to the organization. Allen and Meyer (2013) divides organizational commitment into three components, namely affective commitment, normative commitment, and ongoing commitment.

2.3. Transformational leadership

According to Bass (1990) leadership is basically doing what the leader wants to do. It is stated in his book, Bass and Stogdill's Handbook of Leadership, that leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members. Bass (1990) divides leadership into two types, namely transformational and transactional leadership. The characteristics of the two leadership depend on the standard of behavior, values, and morals of the individual leaders.

In transactional leadership, there are transactions or exchanges in the relationship between the leader and his subordinates. Leaders give promises and rewards for good performance or threats and penalties for poor performance to subordinates. In transformational leadership, the relationship between leaders and subordinates is based on trust. The leader expands and elevates the interests of subordinates by providing high motivation and attention and also by raising awareness for subordinates.

Transformation is the process which regarding Transformational Leadership is seen as one of the representative leadership with the demands of the era decentralization. In the era of decentralization, this gives a lot benefits for creative leaders to develop the institution because the leader will be more free to explore the vision without being limited by operational and technical guidelines for certain things can limit creativity.

Transformational leadership is the leadership style used by a manager. Bass in Jha (2014) argues that transformational leadership is a leadership model to improve human resources with indicators of trust, admiration, loyalty, and respect for leaders, trying to motivate followers to do something more and do it beyond their expectations. According to Robbins and Judge (2013), transformational leaders are leaders who inspire followers to put aside their interests for the good of the organization and they can have an extraordinary influence on their followers.

Antonakis et al. in (Syamsudin, 2017) define transformational leadership as proactive behavior, raising awareness of the common interests of followers, and helping followers achieve goals at the highest level. Based on the experts' definition of transformational leadership, the researcher draws the conclusion that transformational leadership is a leader who is able to inspire, motivate and give a great influence to his followers to do more work than expected and put aside personal interests for the benefit of the organization. Bass in (Lyndon & Rawat, 2015) argues that transformational leadership consists of four components: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

2.4. Job satisfaction

According to Newstorm (2011) Job satisfaction is defined as a set of benefits or feelings of benefit and emotion that employees show towards their work. Job satisfaction is an attitude of feeling that is relatively effective about likes and dislikes for something related to their work. Kinicki and Williams (2010) defines job satisfaction as an affective or emotional response to various aspects of one's work. Umar (2010) states that job satisfaction shows employees' feelings about whether or not a job is fun. While the same thing is also stated by Mathis and Jackson (2011) that job satisfaction is a positive emotional state that is the result of evaluating one's work experience.

Based on the experts' definition of job satisfaction, it can be concluded that job satisfaction is the employee's perception of feeling happy and unhappy where the employee receives the results of what he does according to what he expects, wants, and thinks about. Robbins and Judge in Puspitawati and Riana (2014) can be measured through five components including work itself, salary or pay, promotion, supervision, and co-workers.

2.5. Research hypothesis

Hypothesis 1: Transformational leadership has a positive and significant effect on organizational commitment

Hypothesis 2: Job satisfaction has a positive and significant effect on organizational commitment

Hypothesis 3: Organizational commitment has a positive and significant effect on OCB

Hypothesis 4: Transformational leadership has a positive and significant effect on OCB

Hypothesis 5: Job satisfaction has a positive and significant effect on OCB

Hypothesis 6: Transformational leadership has a positive and significant effect on OCB through organizational commitment

Hypothesis 7: Job satisfaction has a positive and significant effect on OCB through organizational commitment

Based on the formulation of the hypotheses outlined, the conceptual framework of the research can be described as follows:

3. Research method

This research will be conducted at the Inspectorate General of the Ministry of Education and Culture by distributing questionnaires to all civil servants (PNS). Sampling was carried out using a probability sampling approach, namely simple random sampling. Based on the calculation of the formula developed by Robert V. Krejcie and Daryle W. Morgan in determining the sample size of the article "Small Sample Techniques" produced by the National Education Association (NEA), the number of samples was 196 employees. This study uses a research instrument consisting of 37 structured statements to be answered by respondents through a questionnaire using a Likert scale 1–5, which is Strongly Disagree and Never for a score of 1, Disagree and Rarely for a score of 2, Doubtful and Sometimes for a Score of 3, and Agree and Often for a score of 4, and Strongly Agree and Always for a score of 5. Data analysis in this study uses Partial Least Square (PLS) which is an alternative method based on variants of the Structural Equation Modeling (SEM) method.

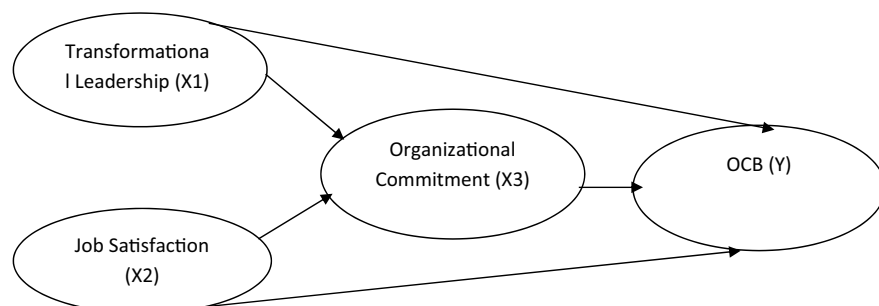
4. Result and discussion

4.1. Data testing results

4.1.1. Validity test

The indicator of validity can be seen from the value of convergent validity. The convergent validity value is the value of the loading factor on the latent variable with its indicators. In the PLS model,

Picture 1. Research Model.



meeting the convergent validity value can be said to be valid if the loading value is 0.5–0.6. All indicator results for each variable that has a loading factor value of more than 0.5, then each indicator is declared valid. The value of Convergent validity can be seen in Table 1:

Besides the convergent validity test, a discriminant validity test also needs to be done to see the validity of the indicator in measuring its latent variables. The method for assessing discriminant validity is to look at the value of Average Variance Extracted (AVE). The value suggested as initial research is above 0.5.

Based on Table 2 it can be seen that all variables have AVE values exceeding 0.5 which can be interpreted that all variables are valid.

4.1.2. Reliability test

Composite Reliability is a test conducted to see the reliability of each indicator variable. Data is said to be reliable if the composite reliability value is more than 0.7. In Table 4 it can be seen the composite reliability of all variables has a good reliability value (> 0.7)

Based on Table 3 it can be seen that the composite reliability value of all latent variables is obtained above 0.7 which can be interpreted that all variables in this study meet the requirements and are reliable.

4.1.3. Hypothesis testing

Hypothesis testing is based on the significant value in the structural model testing which can be seen from the t-statistic value between the independent variable and the dependent variable in the Path Coefficient table. To test the hypothesis in this study using an alpha value of 5% with a t-table value of 1.65. H_0 decision criteria are rejected if the p-value \leq 5% or t statistics $>$ t table (1.65). Table path coefficients and t-test can be seen in Table 4:

4.2. Discussion

4.2.1. The influence of transformational leadership on organizational commitment

Based on bootstrap estimation, the statistical t value for the first hypothesis is 5,394 (greater than 1,97) and a p-value of $\leq 0,05$ of 0,000 (less than $\alpha = 0,05$) then H_0 is rejected and H_a is accepted, which means there is a positive and significant influence between transformational leadership on the organizational commitment of the Inspectorate General of the Ministry of Education and Culture.

This indicates that the level of commitment employees have towards the organization is influenced by their perception of the transformational leadership style. The higher the transformational leadership, the higher the organizational commitment of employees. The results of research conducted (Elatotagam, 2017; Lamidi, 2009; Syamsudin, 2017) show that transformational leadership influences organizational commitment. Thus, the findings of this study support previous research, that transformational leadership has a positive and significant effect on organizational commitment to the Inspectorate General of the Ministry of Education and Culture.

4.2.2. The influence of job satisfaction on organizational commitment

Based on bootstrap estimation, the statistical t value obtained for the second hypothesis is 5,127 (greater than 1,97) and a p-value of $\leq 0,05$ of 0,000 (less than $\alpha = 0,05$) then H_0 is rejected and H_a is accepted, which means that there is a positive and significant influence between job satisfaction and organizational commitment of the Inspectorate General of the Ministry of Education and Culture.

This indicates that the level of commitment employees have towards the organization is influenced by their perception of job satisfaction. The higher job satisfaction, the organizational commitment of the employees will be higher, and vice versa the lower the job satisfaction, the organizational commitment of the employees will also be lower. The results of research conducted

Table 1. Loading Factor Value

	Transformational Leadership (X1)	Job Satisfaction (X2)	Organizational Commitment (X3)		OCB (Y)
KT_1	0,766	0,750	0,761	OCB_1	0,739
KT_2	0,791	0,780	0,800	OCB_2	0,750
KT_3	0,756	0,798	0,887	OCB_3	0,758
KT_4	0,766	0,792	0,746	OCB_4	0,765
KT_5	0,798	0,753	0,838	OCB_5	0,791
KT_6	0,780	0,811	0,864	OCB_6	0,773
KT_7	0,792	0,793	0,858	OCB_7	0,789
KT_8	0,787	0,784	0,884	OCB_8	0,796
		0,805	0,882	OCB_9	0,761
		0,762		OCB_10	0,790

Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (Y)	0,595
Transformational Leadership (X1)	0,608
Job Satisfaction (X2)	0,613
Organizational Commitment (X3)	0,701

Table 3. Composite Reliability

Variabel	Composite Reliability
Organizational Citizenship Behavior (Y)	0,925
Transformational Leadership (X1)	0,941
Job Satisfaction (X2)	0,955
Organizational Commitment (X3)	0,936

Table 4. Path Coefficient and T-Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
KT (X1) -> KO (X3)	0,333	0,337	0,062	5,394	0,000	Significant
KK (X2) -> KO (X3)	0,364	0,365	0,071	5,127	0,000	Significant
KO (X3) -> OCB (Y)	0,393	0,389	0,060	6,527	0,000	Significant
KT (X1) -> OCB (Y)	0,341	0,345	0,067	5,109	0,000	Significant
KK (X2) -> OCB (Y)	0,213	0,213	0,050	4,296	0,000	Significant
KT (X1)-> KO (X3) -> OCB (Y)	0,131	0,132	0,033	3,946	0,000	Significant
KK (X2) -> KO (X3) -> OCB (Y)	0,143	0,142	0,037	3,909	0,000	Significant

(Akbar et al., 2016; Devi & Adnyani, 2015; Dewi & Suwandana, 2016; Pradhiptya, 2013) also show that job satisfaction influences organizational commitment. Thus, the findings of this study support previous research, that job satisfaction has a positive and significant effect on organizational commitment to the Inspectorate General of the Ministry of Education and Culture.

4.2.3. The influence of organizational commitment on OCB

Based on bootstrap estimation, the statistical t value for the third hypothesis is 6,527 (greater than 1,97) and p-value $\leq 0,05$ of 0,000 (less than $\alpha = 0,05$) then H_0 is rejected and H_a is accepted, which means that there is a positive and significant influence between organizational commitment to organizational citizenship behavior of Inspector General of Ministry of Education and Culture employees.

This indicates that the level of commitment employees have towards the organization is influenced by OCB behavior. The higher organizational commitment, the higher the OCB of employees, and vice versa the lower the organizational commitment of OCB, the lower the employees. The results of research conducted (Geer et al., 2008; Jo & Joo, 2011; Karabay, 2014; Oemar, 2013; Rifai, 2018) also show that organizational commitment influences OCB. Thus, the findings of this study support previous research, that organizational commitment has a positive and significant effect on OCB at the Inspectorate General of the Ministry of Education and Culture.

4.2.4. *The influence of transformational leadership on OCB*

Based on bootstrap estimation, the statistical t value for the fourth hypothesis is 5,109 (greater than 1,97) and the p -value $\leq 0,05$ of 0,000 (smaller than $\alpha = 0,05$) then H_0 is rejected and H_a is accepted, which means there is a positive and significant influence between transformational leadership on organizational citizenship behavior of Inspector General of Ministry of Education and Culture employees.. This indicates that the better the transformational leadership, the better OCB will be. The results of research conducted (Hudoyo et al., 2018; Jha, 2014; Lee et al., 2018; Majeed et al., 2017; Sechudi & Olivier, 2016; Syamsudin, 2017; Waspodo & Ristiani, 2014) also show that transformational leadership influences OCB. Thus, the findings of this study support previous research, that transformational leadership has a positive and significant effect on OCB at the Inspectorate General of the Ministry of Education and Culture.

4.2.5. *The influence of job satisfaction on OCB*

Based on bootstrap estimation, the statistical t value for the fifth hypothesis is 4,296 (greater than 1,97) and the p -value $\leq 0,05$ is 0,000 (smaller than $\alpha = 0,05$) then H_0 is rejected and H_a is accepted, which means that there is a positive and significant effect between job satisfaction on organizational citizenship behavior of Inspector General of Ministry of Education and Culture employees.

This indicates that the level of job satisfaction possessed by employees is influenced by OCB behavior. The higher job satisfaction, the OCB of employees will be higher, and vice versa the lower the job satisfaction, the OCB of employees will also be lower. The results of research conducted (Akbar et al., 2016; Bowling, 2010; Dewi & Suwandana, 2016; Fanani et al., 2016) also show that job satisfaction affects OCB. Thus, the findings of this study support previous research, that job satisfaction has a positive and significant effect on OCB at the Inspectorate General of the Ministry of Education and Culture.

4.2.6. *The influence of transformational leadership on OCB through organizational commitment*

Based on bootstrap estimation, the statistical t value for the sixth hypothesis is 3,946 which is greater than 1,97 and a P -value of 0,000 that is smaller than the significance limit of 5% or 0,05. Then H_0 is rejected and H_a is accepted, which means that transformational leadership variables on OCB can be mediated by the organizational commitment variable.

This indicates that the level of transformational leadership possessed by employees is influenced by OCB behavior through organizational commitment. The higher the transformational leadership, the OCB of employees through organizational commitment will be higher, and vice versa the lower the transformational leadership, the OCB of employees through organizational commitment will also be lower. The results of research conducted (Avolio et al., 2004; Lyndon & Rawat, 2015; Sahertian, 2010) also show that transformational leadership influences OCB through organizational commitment. Thus, the findings of this study support previous research, that transformational leadership has a positive and significant effect on OCB through organizational commitment to the Inspectorate General of the Ministry of Education and Culture.

4.2.7. *The influence of job satisfaction on OCB through organizational commitment*

Based on bootstrap estimation, the statistical t value for the seventh hypothesis is 3,909 which is greater than 1,97 and P -value of 0,000 which is smaller than the significance limit of 5% or 0,05. Then H_0 is rejected and H_a is accepted, which means that job satisfaction variables on OCB can be mediated by organizational commitment variables.

Based on the bootstrap estimation results it is concluded that job satisfaction has a positive and significant direct effect on OCB through organizational commitment. This indicates that the level of job satisfaction possessed by employees is influenced by OCB behavior through organizational commitment. The higher job satisfaction, the OCB of employees through organizational commitment will be higher, and vice versa the lower the job satisfaction, the OCB of employees through

organizational commitment will also be lower. The results of the study (Dewi & Suwandana, 2016; Fanani et al., 2016) also showed that job satisfaction affects OCB through organizational commitment. Thus, the findings of this study support previous research, that job satisfaction has a positive and significant effect on OCB through organizational commitment to the Inspectorate General of the Ministry of Education and Culture.

5. Conclusion and recommendation

5.1. Conclusion

This research aims to determine the effect of transformational leadership and job satisfaction on OCB with mediating variables of organizational commitment. Based on data analysis from the results of the research conducted, it was concluded that: (1) the statistical *t* value for the first hypothesis is 5,394 (greater than 1,97) and a *p*-value of $\leq 0,05$ of 0,000 (less than $\alpha = 0,05$) then *H*₀ is rejected and *H*_a is accepted, which means there is a positive and significant influence between transformational leadership on the organizational commitment of the Inspectorate General of the Ministry of Education and Culture, (2) the statistical *t* value obtained for the second hypothesis is 5,127 (greater than 1,97) and a *p*-value of $\leq 0,05$ of 0,000 (less than $\alpha = 0,05$) then *H*₀ is rejected and *H*_a is accepted, which means that there is a positive and significant influence between job satisfaction and organizational commitment of the Inspectorate General of the Ministry of Education and Culture, (3) the statistical *t* value for the third hypothesis is 6,527 (greater than 1,97) and *p*-value $\leq 0,05$ of 0,000 (less than $\alpha = 0,05$) then *H*₀ is rejected and *H*_a is accepted, which means that there is a positive and significant influence between organizational commitment to organizational citizenship behavior of Inspector General of Ministry of Education and Culture employees, (4), the statistical *t* value for the fourth hypothesis is 5,109 (greater than 1,97) and the *p*-value $\leq 0,05$ of 0,000 (smaller than $\alpha = 0,05$) then *H*₀ is rejected and *H*_a is accepted, which means there is a positive and significant influence between transformational leadership on organizational citizenship behavior of Inspector General of Ministry of Education and Culture employees, (5) the statistical *t* value for the fifth hypothesis is 4,296 (greater than 1,97) and the *p*-value $\leq 0,05$ is 0,000 (smaller than $\alpha = 0,05$) then *H*₀ is rejected and *H*_a is accepted, which means that there is a positive and significant effect between job satisfaction on organizational citizenship behavior of Inspector General of Ministry of Education and Culture employees, (6) the statistical *t* value for the sixth hypothesis is 3,946 which is greater than 1,97 and a *P*-value of 0,000 that is smaller than the significance limit of 5% or 0,05. Then *H*₀ is rejected and *H*_a is accepted, which means that transformational leadership variables on OCB can be mediated by the organizational commitment variable, and (7), the statistical *t* value for the seventh hypothesis is 3,909 which is greater than 1,97 and *P*-value of 0,000 which is smaller than the significance limit of 5% or 0,05. Then *H*₀ is rejected and *H*_a is accepted, which means that job satisfaction variables on OCB can be mediated by organizational commitment variables.

5.2. Recommendation

For further researchers, it is expected to conduct further research by using other variables that influence OCB that are not examined such as motivation, workload, and organizational communication. Sample measurement can be done by methods other than random samplings, such as purposive sampling or census. Then the number of samples should be more so that the research results obtained are better and more accurate. Besides, data analysis methods can use methods other than SEM PLS, such as AMOS and Lisrel. Inspectors in the Inspectorate General of the Ministry of Education and Culture are advised to supervise and increase employee discipline of time attendance regulations, increase coaching or reorientation of leadership styles that lead to transformational leadership styles through education and training, as well as focus group discussions, and conduct socialization on vision, mission, objectives, and values that exist in the Inspectorate General of the Ministry of Education and Culture to all employees to increase organizational commitment in the form of ownership, togetherness, and loyalty.

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