

The Effect Of Organization Culture, Leadership Style, And Work Motivation Toward The Organizational Commitment

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Abstract: This paper examined the influence of Organizational Culture, Leadership Styles, and Work Motivation Against Organizational Commitment, The usefulness of this study to enrich the science of Islamic Education Management. The location of this research is the Islamic High School in Riau Province which consists of Tuanku Tambusai Islamic High School, Rokan Hulu Regency, Pekanbaru Diniyah Islamic High School, Nurul Hidayah Islamic High School, Meranti Regency. This research is a quantitative research with the technique of sampling in the research is to use simple random sampling with a sample size of 120 lecturers. The hypotheses examination was using analysis with level of $\alpha = 0.05$. The results showed that the Organizational Culture of Leadership Style and Work Motivation partially or simultaneously influences Organizational Commitment. The implication is the better organizational culture, leadership style, and work motivation will further enhance organizational commitment.

Index Terms : Organizational Culture, Leadership Style, Work Motivation and Organizational Commitment.

1. INTRODUCTION

Education is something that is very meaningful to humans, with human education being beneficial. Many things can be done to be better. Indonesia pays quite a lot of attention to the world of education, because some developed countries in the world can get better starting from the great attention to the world of education. The changes are so fast and the challenges are increasingly large and complex, so the education practitioners must try all ways to improve competitiveness, lecturers and other academic products (Sarina et al, 2019; Fitria et al, 2019). Through this nation's education, the foam frees people from poverty, ignorance, through nation education, developing human resources who have the confidence to compete with other nations (Lian et al, 2018; Tobari et al, 2018; Irmayani et al, 2018; Fitria, 2018). The irony happened when the campus was supposed to be a place to quench thirst for those who were hungry for knowledge, but it seemed as if it had only become an old-fashioned icon in tertiary institutions, especially the environment of Islamic high schools in Riau. Program discussion of scientific only occasionally held, seminars nationally rare once held, the writing works of scientific deserted enthusiasts only ones with a face that is the same that is always active. The quality of Indonesian tertiary institutions in the international world has also not been able to compete. In connection with teachers and lecturers in Article 8 and Article of the Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers Chapter V being the first Section Qualifications, Competencies, Certifications, and Academic Position Post 45 Lecturers must have academic qualifications, competencies, educator certificates, physically and mentally healthy, and fulfill other qualifications required by the higher education unit in which they are assigned, and have the ability to realize national education goals (RI Law 2005, PP RI, 2016; 23). Program discussion of scientific and seminars nationally rare once held, including the writing of the work of the scientific were only interested by the particular course. Human resource development can only be achieved by humans in an organization, will increasingly be placed in a stable place where the human dimension is one of the main dimensions in the organization (Mukhtar et al, 2016; 28). The accreditation of Islamic Higher Education in Riau Province only reaches the C standard (enough). There are only a few Private

Islamic Colleges that are accredited B (good) so this is a common problem in these institutions. The function of management of human resources in the implementation requires efforts continue constantly which is based on the methods of science, as well as referring to the skills that are needed in the organization (Salwa et al, 2019; Wandasari et al, 2019). The future of the management of human resources is considered increasingly important role to meet to claim the jobs or positions. What's more important is that the leadership of University as the impact of the tight competition among universities (Andriani et al, 2018; Renata et al, 2018; Apriana et al, 2019). The education in Indonesia's college is a subsystem of education nationwide which includes a diploma, bachelor's, master's, specialist and doctorate which was organized by the University Tinggi, especially in college for islamic studies (PTKI) is obliged to organize education, research and community service. Leadership is an important dynamic force that motivates and coordinates organizations in achieving goals (Andrew J. Dubrin, 2008: 4; Khsanah et al, 2019). In line with the leadership function that must be carried out to achieve the goals namely: creating a vision, developing organizational culture, creating synergies and creating change (Wirawan. 2013: 67). Based on preliminary research conducted by researchers of the Islamic High School which will be the object of research. School of Islamic University that is: 1). School of Islamic University Tuanku Tambusai Regency of Rokan Hulu represents the area west, 2). School of Islamic University Diniyah Pekanbaru represent the region the center, 3). Nurul Hidayah Islamic High School Meranti Regency represents the east Organizational commitment is a identification and involvement of someone who is relatively strong towards the organization. Commitment organizational is the desire of members of the organization to maintain its membership in the organization and are willing to strive hard to achieve the purpose of the organization (Syahrial Abbas, 2008: 163)The commitment in the organization will make the workers give the best to the organization where he works. Efforts to build commitment is described as attempt to establish a long term relationship. The individus who have a commitment to the organization has the possibility to still survive in the organization is high compared with individuals who do not have a commitment. Commitment is the attitude of employee loyalty to the organization and to the ongoing

process in which members express their concern for the organization and the success and development of sustainable progress (Luthans, Fred, 2006: 250). Dashpande in Sutrisno said that commitment means an eternal desire to maintain valuable relationships (Edy Sutrisno, 2010: 292) Attitudes that reflect the loyalty of members of the organization and the process of sustainability of the dynamics of organizational members, expressing their concern for the organization and success and sustainable progress. Commitment is an effort to reach the goal within the organization with a will directing all power to the benefit of the organization and bound to remain involved become members of the organization. According to David in Sopiah, there are several things that can affect commitment, namely: 1). Personal factors such as education level and personality 2). Structural characteristics factors for example the size of the organization size of the organization, and 3). Factor experience, for example, future work of employees (Sopiah. 2008: 155). Related to organizational commitment, Colquitt, LePine, and Wesson (Jason A. Colquitt, J. Lepine, Michael J. Wesson, 2015: 64). put forward organizational commitment theory which is defined as the desire of employees to be or be bound to the organization. In this case interpreted as the encouragement or willingness of a member to always unite with the group or organization Relations are much better and the wishes of the employees who have committed organization that high would make the organization will be solid. It is contained in the Qur'an sura (Q.S. Ash Sh ā ff: 4)

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفَا كَاتِمِهِمْ بَنِينَ مَرْصُوصٍ
(سورة الصف: 4)

This means: For Allah loves those who fight in the street His orderly rows as if they were a solid cemented structure (Surah Ash-Sh ā ff: 4) (Department of Religion, 2006: 805). Organizational commitment is a identification and involvement of someone who is relatively strong towards the organization. Commitment organizational is the desire of members of the organization to maintain its membership in the organization and are willing to strive hard to achieve the purpose of the organization (Colquitt, 2015: 163). People who have the commitment to be always open, tolerant, and be objective, having integrity themselves are strong, work hard and have the motivation high to be the best. High to low commitment of a person to be an effect on something, then it will be more high- power his fighting and attention, according to the statement of George and Jones that the commitment of the organization is feeling and confidence that is owned by every member of the organization as a whole (Janiffer M.Goerge & Gareth R Jones, 2012: 71). Edwin Locke interpret organizational commitment that is a person's involvement with the organization, including feelings, obligations to the organization (Edwin A Locke, 2009: 28). Based on the explanation that it can be concluded that the members of the organization who has committed the organization will have the involvement and felt obliged to know all aspects of the organization and intends to participate actively in continue - constantly in the activities of the organization and will be no feeling of guilt when leaving the organization. Luthans explained that organizational commitment as an attitude was: (1) strong desire to remain as a member of the organization; (2) the desire to try hard according to the wishes of the organization; and (3) certain beliefs, and acceptance of Fred Luthans' organizational values and goals (2011: 147). So we can conclude k commitment of the organization is an attitude

of involvement and shape fidelity someone in an organization. Four factors that affect the commitment of the organization in which are: 1) Variable individuals, include age, position in the organization, adaptation career, motivation; 2.) Organizational variables, including job design, culture, support and leadership style; 3) Non-organizational variables, namely the existence of other alternatives besides deciding to join the organization. The theoretical study of organizational commitment is more comprehensive, discussed by Colquitt, LePine and Wesson. Organizational commitment is defined as the employee's desire to remain bound to the organization, so it is concluded that commitment organization as an encouragement or desire of members to always try hard with the group or institution. Commitment to the organization that put forward by Colquitt, Lepine and Wesson relates m to a number of factors that can affect it (Jason A. Colquitt. J. Lepine., Michael J Wesson, 2006: 62). Commitment organizations also can grow and thrive on self someone karenar. Studies are in accordance with that described by Luthans, he suggests there are four factors that affect the commitment of the organization. Colquitt, Lepine, and Wesson explained that (1) Commitment affective (affective commitment), relating to the involvement of emotional employees, identification of employees in the organization, and the involvement of employees in the organization; (2) Commitment to continuous (continuance commitment) associated with the desire to keep work or even leave the organization; and (3) normative commitment (normative commitment) with regard to feeling obligated to continue working in the organization. Some research results that have been published through journals and dissertations that support this research Abdul Hobir, Dissertation. Influence Communication Interpersonal, Cultural Organization and Motivation Achievement Against Commitment Org a ization Teachers in the island of Madura (Abdul Khobir, 2016). Benyamin Situmorang, Dissertation, Influence of Organizational Culture, Interpersonal Communication Leadership, and Job Satisfaction with School Commitment Organizational Commitments (Case Study at Vocational Schools in Medan City Postgraduate State University of Medan (Benyamin Situmorang, 2015) Asmiyati, Dissertation on the Effect of Principal Leadership Style, Work Motivation, and Organizational Commitment to the Performance of Public High School Administration Staff in Jambi Province (Asmiyati, 2017) Mukhtar, Martinis Yamin, Hamzah, Muhammad Taridi Journal of The Effect of Organizational Culture, Leadership Style and Work Satisfaction on the Principals' Performance in Riau Islands The School of Postgraduate Study / State Islamic University Sulthan Thaha Saifuddin Jambi Indonesia, Faculty of Education and Teacher Training / State Islamic University Sulthan Thaha Saifuddin Jambi, Indonesia Mukhtar, Martinis Yamin, Hamzah, Muhammad Taridi, 2017). Mukhtar, Risnita, Nur'aini, Muhammad Taridi, The Effect of Leadership Styles, Organizational Culture, and Achievements Motivation towards Organization Commitments of Qori 'and Qori'a in Riau Islands, State Islamic University of Sultan Thaha Saifudin Jambi, Jl. Jambi Ma Bulian Km 16 Simpang Sungai Duren Mandalo Muaro Jambi agency, Jambi Province-Indonesia (Mukhtar, Risnita, Nur'aini, Muhammad Taridi, 2017). Thamrin. The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. International Journal of Innovation, Management and Technology 2012 (Thamrin, 2012). Nova Asvio, Martinis Yamin, Risnita, Influence of Leadership Style, Emotional

intelligence and Job Statements of Toward Organizational Commitment (Survey At Muhammadiyah High School South South Sumatra), International Journal of Scientific & Technology Research Volume 8 Issue 08, August 2019, ISSN 2277-8616 (Survey Nova Asvio, Martinis Yamin, Risnita.2019)

RESEARCH METHOD

Research is using the kind of approach is quantitative. The method that is used is the method descriptive survey. Creswell explains that Method research survey in which researchers conduct a survey to a sample or a whole population of people to describe the attitudes, behaviors, opinions, or characteristics of the population to take a sample of data from one population to use the questionnaire as a means of collecting the data subject (John W. Creswell, 2012: 2012). It Similar disclosed Bambang Method survey is a study quantitatively by using questions structured the samauntuk then recorded, processed and analyzed (Bambang Prasetyo and Lina Miftahul Jannah, 2012: 143). In terms of the subject matter, this study was designed as a survey research. Judging from the aspect of time, the study is designed as a study of cross-sectional, where the research is the period that is determined. Engineering a nalisa data used in research this is the analysis of the path (path analysis). The model is used to analyze the pattern of relationship between the variables with the goal to determine whether there is influence directly or not directly a set of variable -free (exogenous) against variable dependent (endogenous). The aim or subject of research this is the manager of private colleges which consists dari leadership and the faculty. That is, data related to organizational commitment. With Thus, the unit of analysis in research this is a combination of individual and institution. This is in accordance with Creswell's opinion, U of the analysis refers to the unit (eg, individual, family, school, school district) the researcher uses to gather the data, some might might be students, teachers, parents, adults, some combination of these individuals, or entire schools (John W. Creswell, 2012: 620). Determination unit analyzes the individual has the advantage of in terms of efficient. The weakness of her is if the individual who made the target of research is not objective to provide data. The weakness of this can be overcome with the development of instruments are adequate. The model was analyzed based on the theories and concepts that were able to explain the relationship of causality between variables were investigated. In accordance with the formulation of the problem and the purpose of research and hypotheses, identified as many as four variables that will be studied, include: (1) organizational culture; (2) leadership style; (3) work motivation; and (4) organizational commitment. The population targeted in the research is the entire chairman and lecturer at the STAI in Riau province amounted to 413, the Province of Riau are geographically consists of 12 districts. This study uses cluster sampling techniques (sampling by region). This research is a survey research at the Islamic High School (STAI), then based on the data collected, the researcher determines the representation of the research area in Riau Province through several zones, namely the West, Central and East zones to carry out this research. Considering the total number of respondents in the three regions is only 120 people (STAI Tuanku Tambusai Rokan Hulu represents the West region = 30 people, STAI Diniyah Pekanbaru represents the Central region = 60 people, and STAI Nurul Hidayah represents the East region = 30 people) From 1 20 people these, 30 people

made sample test try, and 90 people as samples empirically Collecting data on research is using k u esioner as a source of primer and the data obtained is not directly, from various kinds of literature, documents, source readings are related to research this as secondary data. Collecting data in addition to other supporting data in the form of documents and direct observation. Questionnaire is a number of written statements that are used to obtain information from respondents regarding behavior and attitudes (Suharsimi Arikunto, 2010: 194). As for the purpose of the use of questionnaires/ questionnaire, namely: (1) obtain information that is relevant to the purpose of the research; (2) obtain information with reliability and validity (Nurul Zuriah, 2010: 182). Stages were performed on the stages of the analysis of the data in the study of this are (1) the analysis of statistical descriptive; (2) testing requirements analysis; and (3) hypothesis testing.

RESULT AND DISCUSSION

Description of research data regarding the score of organizational commitment variables (X_4), organizational culture (X_1), and leadership style variable data (X_2), work motivation variable data (X_2). Complete data summary scores for each variable can be seen in the SPSS 22.0 output results in table 4.4 below.

		Statistics			
		X1_Budaya Organisasi	X2_Gaya Kepemimpinan	X3_Motivasi Kerja	X4_Komitmen Organisasi
N	Valid	90	90	90	90
	Missing	0	0	0	0
	Mean	142.01	128.90	138.98	148.87
	Median	142.00	128.89	139.00	149.00
	Mode	142.07	128.9	1339	149
	Std. Deviation	5.5	8.06	12.85	5.7
	Range	34	48	75	34
	Minimum	125	105	101	132
	Maximum	159	151	178	166
	Sum	12781	11801	12508	13398

a. Requirement Analysis testing

Testing data normality.

Data normality testing with Chi-Squared (χ^2) is done by comparing the normal curve that is formed from the data that has been collected (B) with a standard / standard normal curve (A). This means comparing between (B: A). If B does not differ significantly from A, then B is normally distributed data. The standard normal curve, which is close to 100%, is divided into 6 fields based on the standard deviation, which are three fields below the mean and three fields above the average. The large 6 fields in the normal curve is: 2.27%; 13.53%; 34.13%; 34.13%; 13.53%; 2.27%. The testing of the normality of each variable is done in two ways, manually using descriptive statistics and the help of SPSS version 22.0, with test results for each variable.

1) Testing Normality of Organizational Commitment Variable Data (X_4)

Based on the distribution of questionnaires variable Organizational Commitment (X_4) and the corresponding calculation steps normality test, study the data obtained are as follows.

- Number of interval classes = 6
- Length of interval class:

$$\text{Class Interval} = \frac{166 - 132}{6} = 5,67 \approx 6$$

- Frequency distribution table

Table 4.17 Table 4.13 Helper for Testing Data Normality with Chi Square Variable Organizational Commitment (X₄)

	Interval	F _o	F _h	F _o - F _h	(F _o - F _h) ²	$\frac{(f_o - f_h)^2}{f_h}$
1	132 - 137	1	2	-1	1	0.50
2	138 - 143	17	12	5	25	2.05
3	144 - 149	30	31	-1	1	0.02
4	150 - 155	32	31	1	1	0.03
5	156 - 161	9	12	-3	9	0.74
6	162 - 167	1	2	-1	1	0.50
	Jumlah	90	90		χ^2_{count}	3.84
					χ^2_{table}	11,070

Comparing the amount of Chi Square = 3.84. Next, the amount is compared to chi squared with dk (degrees of freedom 6 - 1 = 5). Based on the Chi Square table in the table it can be seen that if dk = 5 and the specified error = 5%, then the chi square amount of the table = 11.070. Because the Amount (χ^2_{total}) = 3.84 < table (χ^2_{table}) = 11.070, then the distribution of statistical data values of 90 samples can be declared normal)

2) Normality Testing of Organizational Culture Variable Data (X₁)

Based on the distribution of the Organizational Culture variable questionnaire (X₁) and in accordance with the normality test calculation steps, the following research data are obtained.

- a) Number of class intervals = 6
- b) Length of interval class

$$\text{Class Interval} = \frac{159 - 125}{6} = 5,67 \approx 6$$

- c) Frequency distribution table

Table 4.1 Helper Table for Testing Data Normality with Chi Square Organizational Culture Variable (X₁)

	Interval	F _o	F _h	F _o - F _h	(F _o - F _h) ²	$\frac{(f_o - f_h)^2}{f_h}$
1	125 - 130	2	2	0	0	0.00
2	131 - 136	13	12	1	1	0.06
3	137 - 142	34	31	3	9	0.29
4	143 - 148	30	31	-1	4	0.13
5	149 - 154	10	12	-2	4	0.33
6	155 - 160	1	2	-1	1	0.41
	total	90	90		χ^2_{count}	1.22
					χ^2_{table}	11,070

Comparing the amount of Chi Square = 1.22. Furthermore, this amount is compared to chi squared with dk (degrees of freedom 6 - 1 = 5). Based on the Chi Square table in the table it can be seen that if dk = 5 and the error set = 5%, then the chi square amount of the table = 11.070. Because the amount of (χ^2_{count}) = 1.22 < table (χ^2_{table}) = 11.070), the distribution of statistical data values of 90 samples can be declared normal.

3) Testing the Normality of Leadership Style Variable Data (X₂)

Based on the distribution of the Leadership Style variable questionnaire (X₂) and in accordance with the steps for calculating the normality test, the following research data were obtained.

- a. Number of interval classes = 6
- b. Interval class length:

$$\text{Class Interval} = \frac{151 - 105}{6} = 7,67 \approx 8$$

- d) Frequency distribution table

Table 4.17 Helper Table for Testing Data Normality with Chi Square Variable Leadership Style (X₂)

	Interval	F _o	F _h	F _o - F _h	(F _o - F _h) ²	$\frac{(f_o - f_h)^2}{f_h}$
1	105 - 112	2	2	0	0	0.00
2	113-120	10	12	-2	4	0.33
3	121 - 128	28	31	-3	9	0.29
4	129 - 136	34	31	3	9	0.29
5	137 - 146	15	12	3	9	0.74
6	147 - 156	1	2	-1	1	0.41
	Total	90	90		χ^2_{count}	2.07
					χ^2_{table}	11,070

Comparing the amount of Chi Square = 2.07. Furthermore, this amount is compared with chi squared with dk (degrees of freedom 6 - 1 = 5). Based on the Chi Square in the table it can be seen that if dk = 5 and the error set is = 5%, then the chi square amount of the table = 11.070. Because the amount of ($\chi^2_{counted}$) = 5.85 < χ^2_{table} = 11.070), the distribution of statistical data values of 906 samples can be declared normal

4) Testing Normality of Data Variable on Work Motivation (X₃)

Based on the distribution of Work Motivation variable questionnaire (X₃) and according to the calculation steps for normality test, the following research data are obtained.

- a. Number of interval classes = 6

$$\text{Class Interval} = \frac{176 - 101}{6} = 12,5 \approx 13$$

- b. Interval class length:

Table 4.17 Table 4.13 Helper for Testing Data Normality with Chi Square Variable Organizational Commitment (X₄)

	Interval	F _o	F _h	F _o - F _h	(F _o - F _h) ²	$\frac{(f_o - f_h)^2}{f_h}$
1	132 - 137	1	2	-1	1	0.50
2	138 - 143	17	12	5	25	2.05
3	144 - 149	30	31	-1	1	0.02
4	150 - 155	32	31	1	1	0.03
5	156 - 161	9	12	-3	9	0.74
6	162 - 167	1	2	-1	1	0.50
	Total	90	90		χ^2_{total}	3.84
					χ^2_{table}	11,070

Comparing the amount of Chi Square = 1.13. Furthermore, this amount is compared with chi squared with dk (degrees of freedom 6 - 1 = 5). Based on the Chi Square table in the table it can be seen that if dk = 5 and the specified error = 5%, then the chi square amount of the table = 11.070. Because the amount of $\chi^2_{counted}$ = 1.13 < table χ^2_{table} 11.070), the distribution of the statistical data values of 90 samples can be declared normal. The summary of normality test results can be seen in the following table.

Table 4.17 Helper Table for Testing Data Normality with Chi Square Variable Leadership Style (X₂)

	Interval	F _o	F _h	F _o - F _h	(F _o - F _h) ²	$\frac{(f_o - f_h)^2}{f_h}$
1	105 - 112	2	2	0	0	0.00
2	113-120	10	12	-2	4	0.33
3	121 - 128	28	31	-3	9	0.29
4	129 - 136	34	31	3	9	0.29
5	137 - 146	15	12	3	9	0.74
6	147 - 156	1	2	-1	1	0.41
	Total	90	90		$\chi^2_{counted}$	2.07
					χ^2_{table}	11,070

a. Homogeneity Testing Data

Homogeneity test is performed to find out that data from each score comes from populations that have the same

variants. Homogeneity testing of variants using the Bartlett Test.

The testing process adopted is to first segment data based on common endogenous variable exogenous variable data, then calculated the value of $dk, 1 / dk, \text{variant } S_i^2(dk) \log S_i^2, (dk) S_i^2$. The results of the variance homogeneity test calculations are as follows.

1. Homogeneity Test Variant of Organizational Culture Data (X_1) with Organizational Commitment (X_4)

Table 4.23 Results of Homogeneity Test variants of Organizational Culture data (X_1) with Organizational Commitment (X_4).

NO	X_1	k	ni	X_3	db	S_i^2	$\log S_i^2$	db. S_i^2	db.log S_i^2
? X	12791	27	90	13398	53	473.9649	20.77302	1607.833	80.72674

Based on the results of the table above it is known that $\chi^2_{counted} = 18.21, \chi^2_{table} = 82.2214$ because $\chi^2_{counted} < \chi^2_{table}$ then the variable Organizational Commitment (X_4) on Organizational Culture (X_1) is declared homogeneous.

The results of homogeneity test analysis using excel and manual obtained the same value with the help of the SPSS program which can be seen in the following table.

Table 4.24 Results of Analysis of Homogeneity Tests in Organizational Commitment (X_4) of Organizational Culture (X_1) with SPSS

Test of Homogeneity of Variances
X4_ Organizational Commitment

Levene Statistics	df1	df2	Sig.
1,573	15	63	.108

Based on the results of the table above it is known that $r_{counted} = 0.108$, because $r_{counted} > \alpha (0.05)$, then the variable Organizational Commitment (X_4) on Organizational Culture (X_1) is declared homogeneous.

2. Homogeneity Test Variants of Leadership Style Data (X_2) with Organizational Commitment (X_4)

Table 4.25 Homogeneity Test Results of Leadership Style (X_2) data variants with Organizational Commitment (X_4).

NO	X_2	k	ni	X_4	Db	S_i^2	$\log S_i^2$	db. S_i^2	db.log S_i^2
? X	11601	36	90	13398	54	646.135	26.6376	1654.013	69.13182

Based on the results of the table above it is known that $\chi^2_{counted} = 25,61, \chi^2_{table} = 71,33423$ because $\chi^2_{counted} < \chi^2_{table}$ then the variable Organizational Commitment (X_4) on Leadership Style (X_2) is declared homogeneous.

The results of the homogeneity test analysis using excel and manual obtained the same value with the help of the SPSS program can be seen in the following table.

Table 4.26 Results Test Analysis Homogeneity Organizational Commitment (X_4) on Leadership Styles (X_2) with SPSS
Test of Homogeneity of Variances
X4_ Organization Commitment

Levene Statistics	df1	df2	Sig.
1,488	22	53	.119

Based on the results of the table above it is known that $r_{count} = 0.119$, because $r_{count} > \alpha$, then the Organizational

Commitment (X_4) variable on Leadership Style (X_2) is declared homogeneous.

3. Homogeneity Test Variants of Work Motivation Data (X_3) with Organizational Commitment (X_4)

Table 4.27 Homogeneity Test Results variants of data Work motivation (X_3) with Organizational Commitment (X_4).

NO	X_1	k	ni	X_2	DB	S_i^2	$\log S_i^2$	db. S_i^2	db.log S_i^2
? X	12508	47	90	13398	44	969,886	36,55619	1380,385	55.54656

Based on the results of the above table are known $\chi^2_{counted} = 30.184, \chi^2_{table} = 82,2218$ for $\chi^2_{counted} < \chi^2_{table}$, then the variable work motivation (X_3) on Organizational Commitment (X_4) is homogeneous.

The results of the homogeneity test analysis using excel and manual obtained the same value with the help of the SPSS program can be seen in the following table.

Table 4.28 Results of Homogeneity Test Analysis Work motivation (X_3) on Organizational Commitment (X_4) with SPSS

Test of Homogeneity of Variances
X4_ Organization Commitment

Levene Statistics	df1	df2	Sig.
2,356	27	43	.016

Based on the results of the table above it is known that $r_{count} = 0.016$, because $r_{count} > \alpha$, then the Work Motivation (X_3) variable on Organization Commitment (X_4) is declared homogeneous

4. Homogeneity Test Variant of Organizational Culture

Table 4.29 Test Result Data Homogeneity variant Cultural Organization (X_1) and Work Motivation (X_3)

NO	X_1	k	ni	X_3	db	S_i^2	$\log S_i^2$	db. S_i^2	db.log S_i^2
? X	12781	27	90	12508	63	2721,309	32.53094	11200.36	128.6354

Based on the results of the above table are known $\chi^2_{counted} = 30,184, \chi^2_{table} = 82,2218$ for $\chi^2_{counted} < \chi^2_{table}$, then the variable work motivation (X_3) on Organizational Culture (X_1) is homogeneous.

The results of the homogeneity test analysis using excel and manual obtained the same value with the help of the SPSS program can be seen in the following table.

Table 4.30 Results of Homogeneity Test Analysis Work motivation (X_3) on Organizational Culture (X_1) with SPSS
Test of Homogeneity of Variances
X3_ Motivational Work

Levene Statistics	df1	df2	Sig.
2,777	15	63	.062

Based on the results of the table above it is known that $r_{count} = 0.062$, because $r_{count} > \alpha$, then the Work Motivation (X_4) variable on Organizational Culture (X_2) is declared homogeneous.

5. Homogeneity Test Variant Data on Leadership Style (X_2) with work motivation (X_3)

Table 4.31. Homogeneity Test Results of Leadership Style data variants (X₂)

NO	X ₁	k	ni	X ₃	DB	Si ²	log Si ²	db.Si ²	db.log Si ²
? X	11601	36	90	12508	54	5200,435	49.45659	11433.02	113,357

with work motivation (X₃)

Based on the results of the above table are known $\chi^2_{counted} = 28,17$, $\chi^2_{table} = 71,3423$ for $\chi^2_{counted} < \chi^2_{table}$, then the variable Work Motivation (X₃) on Leadership Style (X₂) is homogeneous.

The results of the homogeneity test analysis using excel and manual obtained the same value with the help of the SPSS program can be seen in the following table.

Table 4.32 Results of Homogeneity Test Analysis Work motivation (X₃) on Leadership Style (X₂) with SPSS

Test of Homogeneity of Variances
X3_Motivational Work

Levene Statistics	df1	df2	Sig.
1,690	22	54	.060

Based on the results of the table above it is known that $r_{counted} = 0.060$, because $r_{count} > \alpha$, then the Work Motivation (X₄) variable on Leadership Style (X₂) is declared homogeneous.

6). Homogeneity Test Variant of Organizational Culture Data (X₁) with Leadership Style (X₂)

Table 4.33 Results of Homogeneity Test Variants in Organizational Culture data (X₁) with Leadership Style

NO	X ₁	k	ni	X ₃	DB	Si ²	log Si ²	db.Si ²	db.log Si ²
? X	12781	28	90	11601	63	1017.01	26.72252	4051,442	106,0172

(X₂).

Based on the results of the above table are known $\chi^2_{counted} = 17,84515$, $\chi^2_{table} = 82,2214$ for $\chi^2_{counted} < \chi^2_{table}$, then the variable Organizational Culture (X₁) on Leadership Style (X₂) is homogeneous.

The results of the homogeneity test analysis using excel and manual obtained the same value with the help of the SPSS program can be seen in the following table.

Table 4.34 Results of Analysis of Organizational Culture Homogeneity Test (X₁) on Leadership Style (X₂) with SPSS

Test of Homogeneity of Variances
X2_Leadership Style

Levene Statistics	df1	df2	Sig.
1,732	15	63	.067

Based on the results of the table above it is known that $r_{count} = 0.119$, because $r_{count} > \alpha$, then the Leadership Style (X₂) variable on Organizational Culture (X₁) is declared homogeneous.

Based on testing the homogeneity of data for each variable, the test results can be summarized according to the table as follows.

Table 4.35 Summary of Homogeneity Test

No	Variable	dk	count it	table	Information
1	X ₁ against X ₄	63	37.65	82.2214	Homogeneous
2	X ₂ against X ₄	54	32,641	71,3423	Homogeneous
3	X ₃ against X ₄	44	43,435	59,6266	Homogeneous
4	X ₁ against X ₃	63	17,378	82.2214	Homogeneous
5	X ₂ against X ₃	54	32.44	71,3423	Homogeneous
6	X ₁ against X ₂	63	52,412	82.2214	Homogeneous

1. Regression Linearity Test

Linearity test is done by finding the equation of the regression line of exogenous variables to endogenous variables. Linearity test is done by looking for regression equations, then tested related to the regression coefficients and linearity of the regression line by using a simple linear regression analysis variant table. The decision is taken by comparing the calculated F value (regression) den F_{table} value dk (numerator: denominator) for a significance level of 5%. With the criteria if $F_{regression} < F_{table}$, then the relationship between variables is stated linear.

For the linearity test of endogenous variables with exogenous variables using the SPSS program, if the calculated F value (tuna match) is smaller than the F_{table} with $\alpha = 0.05$, so the regression of the exogenous variable over the endogenous variable is linear.

1. Linearity Test Variable Organizational Commitment (X₄) with Organizational Culture (X₁)

Linearity test between organizational commitment variable (X₄) with the organization's culture (X₁) statistical calculations manually obtained calculation results as shown in the following table.

Linearity Test of Organizational Commitment Variables (X₄) with Leadership Style (X₁)
Table 4.38. Anava table

Variable's Source	db	JK	RJK	F _{hitung}	F _{tabel} α		Ket.
					0.05	0.01	
total	90	1997496					
Coefficient (a)	1	1994516	1994516				
Regression (b / a)	1	195,295	195,295	6.1707	3.95	6.94	significant
Remainder	88	2785.1	31.65				
Tuna Match	25	825.0	32,999	0.892	1.65	2.11	Linear
Error	63	1960.1	36.98				

Test criteria if the value of r (probability / critical value) is smaller or equal to (=) than the α level determined then the distribution is linear patterned. In other cases, the distribution is not linearly patterned. Based on the results of calculations with the SPSS program it appears that the value of r is smaller than the level of α used (ie 0.05) or $0,000 < 0.05$, so that the organizational culture variable (X₁) on organizational commitment (X₄) is linear patterned.

Leadership Style Variable Linearity Test (X₂) with Organizational Commitment (X₄) Linearity test between organizational commitment variable (X₄) with a leadership style (X₂) statistical calculations manually obtained calculation results as shown in the following table.

Table 4.42. Anava table

Anava table							
Sumber Variabel	db	JK	RJK	Fhitung	Ftabel α 0.05	Ftabel α 0.01	Ket.
total	90	1997496					
Coefficient (a)	1	1994516	1994516				
Regression (b / a)	1	31,066	31,066	0.9269	3.95	6.94	signifucant
Remainder	88	2949.3	33.52				
Tuna Match	34	979.8	28.82	0790	1.65	2.04	Linear
Error	54	1969.5	36.47				

Test criteria if the value of r (probability / critical value) is smaller or equal to (=) than the α level determined then the distribution is linear patterned. In other cases, the distribution is not linearly patterned. Based on calculations using SPSS looks r smaller than α level used (ie 0.05) or 0.000 <0.05, so that the leadership style variable (X₂) for the commitment of the organization (X₄) linear patterned.

3). Linearity Test of Organizational Culture Variables (X₁) with Work Motivation (X₃)

Linearity test between work motivation variables (X₃) and organizational culture (X₁) statistical calculations manually obtained calculation results as listed in the following table.

Table 4.44 Anava tables

Anava table							
Sumber Variabel	db	JK	RJK	Fhitung	Ftabel α 0.05	Ftabel α 0.01	Ket.
total	90	1753944					
Coefficient (a)	1	1738334	1738334				
Regression (b / a)	1	2,369	2,369	0.0134	3.95	6.94	signifucant
Remainder	88	15607.6	177.36				
Tuna Match	25	3544.3	141.77	0740	1.65	2.11	Linear
Error	63	12063.2	191.48				

Test criteria if the value of r (probability / critical value) is smaller or equal to (=) than the α level determined then the distribution is linear patterned. In other cases, the distribution is not linearly patterned. Based on the results of calculations with the SPSS program it appears that the value of r is smaller than the α level used (ie 0.05) or 0,000 <0.05, so that the organizational culture variable (X₁) on work motivation. (X₃) linear patterned.

4). Leadership Style Variable Linearity Test (X₂) with Work Motivation (X₃)

Linearity test between leadership style variables (X₂) and work motivation (X₃) statistical calculations manually obtained by the calculation results as listed in the following table.

Table 4.48. Anava table

Anava table							
Variable Source	db	JK	RJK	F count	F table 0.05	F table 0.01	Ket.
total	90	1753944					
Coefficient (a)	1	1738334	1738334				
Regression (b / a)	1	60,920	60,920	0.3448	3.95	6.94	signifucant
Remainder	88	15549.0	176.69				
Tuna Match	34	2479.1	72.91	0301	1.65	2.05	Linear
Error	54	13069.9	242.04				

Test criteria if the value of r (probability / critical value) is

smaller or equal to (=) than the α level determined then the distribution is linear patterned. In other cases, the distribution is not linearly patterned. Based on the results of calculations with the SPSS program it appears that the value of r is smaller than the level of α used (ie 0.05) or 0,000 <0.05, so that the leadership style variable X₂ on work motivation X₃ is linear patterned. 5). Linearity Test Variable Work Motivation (X₃) with Organizational Commitment (X₄) Linearity test between work motivation variables (X₃) and organizational commitment (X₄) statistical calculations manually obtained by the calculation results as listed in the following table.

Table 4.52. Anava table

Anava table							
Sumber Variabel	db	JK	RJK	Fhitung	Ftabel α 0.05	Ftabel α 0.01	Ket.
total	90	1997496					
Coefficient (a)	1	1994516	1994516				
Regression (b / a)	1	-2,327	-2,327	-0.0686	3.95	6.94	signifucant
Remainder	88	2982.7	33.89				
Tuna Match	45	1325.6	29.46	0764	1.65	2.04	Linear
Error	43	1657.1	38.54				

Test criteria if the value of r (probability / critical value) is smaller or equal to (=) than the α level determined then the distribution is linear patterned. In other cases, the distribution is not linearly patterned. Based on the results of calculations with the SPSS program it appears that the value of r is smaller than the α level used (ie 0.05) or 0,000 <0.05, so that the work motivation variable (X₃) on organizational commitment X₄ is linear patterned. 6). Linearity test of organizational culture variables (X₁) with leadership style (X₂) Linearity test between work motivation variables (X₃) and organizational commitment (X₄) statistical calculations manually obtained by the calculation results as listed in the following table.

Table 4.56 Anava tables

Anava table							
Sumber Variabel	db	JK	RJK	Fhitung	Ftabel α 0.05	Ftabel α 0.01	Ket.
total	90	1501473					
Coefficient (a)	1	1495369	1495369				
Regression (b / a)	1	0.169	0.169	0.0024	3.95	6.94	signifucant
Remainder	88	6103.9	69.36				
Tuna Match	25	1816.3	72.65	1,067	1.65	2.04	Linear
Error	63	4287.7	68.06				

Test criteria if the value of r (probability / critical value) is smaller or equal to (=) than the α level determined then the distribution is linear patterned. In other cases, the distribution is not linearly patterned. Based on the results of calculations with the SPSS program it appears that the value of r is smaller than the level of α used (ie 0.05) or 0,000 <0.05, so that the organizational culture variable (X₁) on leadership style (X₂) is linear patterned.

HYPOTHESIS TESTING

Hypothesis Testing Analysis

Hypothesis testing conducted in the previous discussion proves the relationship of leadership culture style, work motivation and work commitments at the Islamic College in Riau Province. The ten hypotheses proposed also prove the effect of the dependent variable both partially and simultaneously on independent variables.

Table 4.58. Summary of Results of Direct Effect Coefficients and Significance Value Coefficients.

Hipotesis	Variabel	Koefisien korelasi (r)	Koefisien Jalur (p)	t_{hitung}/F_{hitung}	t_{tabel}	
					$\alpha = 0,05$	$\alpha = 0,01$
1	X_1X_4	0,8	0,45	12,504	1,969	2,347
2	X_2X_4	0,7	0,56	9,918	1,969	2,347
3	X_3X_4	0,58	0,35	6,68	1,969	2,347
4	X_1X_3	0,22	0,7	2,116	1,969	2,347
5	X_2X_3	0,28	0,21	2,73	1,969	2,347
6	$X_1X_2 - X_4$	0,28	-	16,092	3,45	
7	$X_1X_2 - X_3$	0,148	-	7,56	3,45	
8	$X_1X_2X_3 - X_4$	0,113	-	5,88	3,45	

Table 4.59. Summary of Calculation Results for Indirect Effect Coefficients and coefficient of Significance Value

Variabel	Direct			
	Indirect		t_{tabel}	
	P	t_{hitung}	0,05	0,01
$X_1 - X_4$ melalui X_3	0,245	2,36	1,78	2,614
$X_2 - X_4$ melalui X_3	0,735	13,75		

First Hypothesis: There is a direct influence of Organizational Culture (X_1) on Organizational Commitment (X_4).

Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficient X_1 to X_4 (p_{41}) = 0.45, with a significant level $\alpha = 0.05$ and $dk = 88$ obtained a value of $t_{table} = 1.969$. The calculation results get the value of $t = 12.504$.

Based on these criteria, it turns out that the value of t_{count} (12.504) $> t_{table}$ (1.969), so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis stating Organizational Culture (X_1) directly influences Organizational Commitment (X_4) can be accepted because its truth is tested. Organizational culture reflects the general perceptions carried out by all members of the organization. With individuals and different backgrounds or at different levels, each organization can have a different organizational culture from other organizations, then organizational culture is a culture that is applied to a particular organizational scope (Wibowo, 2016: 8). organizational culture is a problem-solving tool that can consistently run well for a particular group or institution in dealing with external and internal problems, so that it can be transmitted or taught to its members, both new and old as a

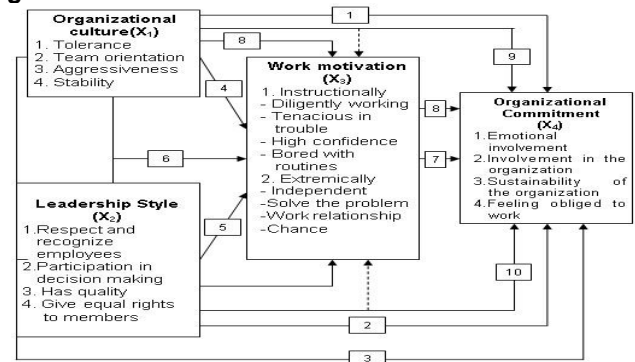
method of perception, thinking and feel in relation to the problems of the problem. This research is also supported by research that has been done by Tiara, Djamhur, Hamidah, Based on the results of data analysis and hypothesis testing that has been done, the conclusions of this study can be drawn as follows. First, there is a significant influence between organizational culture on organizational commitment with a beta coefficient of 0.672, t_{count} of 5.812 and a probability value (0.000) < 0.05 . Second, there is a significant influence between organizational commitment to employee performance with a beta coefficient of 0.403, t_{count} of 2.694 and a probability value (0.010) < 0.05 . Third, there is a significant influence between organizational culture on employee performance with a beta coefficient of 0.378, t_{count} of 2.531 and probability (0.015) < 0.05 , which means there is a significant influence. Organizational culture variables also have a positive effect on employee performance through organizational commitment with the amount of indirect influence of 0.271. Second Hypothesis: There is a direct influence of Leadership Style (X_2) on Organizational Commitment (X_4). Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficient X_1 to X_4 (p_{42}) = 0.56, with a significant level $\alpha = 0, 05$ and $dk = 88$ obtained a value of $t_{table} = 1.969$. The calculation results get the t -count = 9,198. Based on these criteria it turns out that the value of t_{count} ($9,198$) $> t_{table}$ ($1,969$), so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis which states that the Leadership Style (X_2) has a direct effect on Organizational Commitment (X_4) is acceptable because it is tested for its truth. Organizational commitment according to Mowday, Porter and Steers in Triana that organizational commitment has a broader meaning than just passive loyalty, but involves a meaningful contribution to organizational commitment (Cepi Triana, 2015: 120). Paul Hersey and Keneth Blanchard stated that leadership style is exhibit behavior patterns. When touching affects the activities of others, as perceived by that person (Wirawan, 2013: 352). According to Flipppo, leadership style is a pattern of behavior that is designed to integrate organizational goals with individual goals to achieve certain goals (Hamdan Dimiyati, 2014: 70). The right leadership style will greatly affect the commitment of members of the organization. otherwise, an incorrect leadership style will tend to negatively influence organizational commitment. This research was also supported by research conducted by Aminu Yusuf, Rozita Abdul Mutalib, Sabarani. It was found that due to the cultural tendencies of the Nigerian context, transformational leadership was not in practice because of the pertanalistic system adopted in the organization as a result of traditional beliefs of the community. This study recommends institutions to maintain a stable workforce. They must give preference to culture to develop high organizational commitment. Therefore, scholars are highlighted to give more emphasis to leadership in education, especially in Africa which is not given much attention (Aminu Yusuf Dikko, Rozita Abdul Mutalib, Sabarani, 2017). Third Hypothesis: There is a direct influence of Organizational Culture (X_1) and Leadership Style (X_2) on Organizational Commitment (X_4). Hypothesis testing criteria H_0 is rejected if the value of $F_{count} > F_{table}$, and H_0 is accepted if the value of $F_{count} < F_{table}$. Based on the results of manually analyzing data obtained by the coefficient of multiple correlation X_1X_2 towards X_4 ($R_{4.21}$) = 0.28, with a significant level $\alpha = 0.05$ and

dk = 87, the value of $F_{table} = 3.45$ was obtained. The calculation results get the value of $F_{count} = 16.092$. Based on these criteria, it turns out that the value of $F_{count} (16.092) > F_{table} (3.45)$, so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis that states Organizational Culture (X_1) and Leadership Style (X_2) towards Organizational Commitment (X_4) can be accepted because it is tested for its truth. Organizational culture is a value system that is believed and can be learned, can be applied and developed continuously. Organizational culture also functions as a glue, a unifier. Identities, images, drivers of development that are different from other organizations that can be learned to the next generation (Saefullah, 2012: 91). Leadership style implies as a manifestation of the behavior of a leader concerning the ability to lead. And have the knowledge to carry out the tasks of the leader and apply leadership style and can influence the behavior of others in achieving organizational goals. Organizational commitment as an attitude, has a more global scope than job satisfaction because organizational commitment describes the view of the organization as a whole, not just aspects of the job. Bathaw & Grant said organizational commitment as a desire of members of the organization as a desire to maintain membership in the organization and is willing to do high effort to achieve organizational goals (Sopiah, 2008: 156) Fourth Hypothesis: There is a direct influence of Organizational Culture (X_1) on Work Motivation (X_3) Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficients X_1 to X_3 (ρ_{31}) = 0.7, with a significant level $\alpha = 0, 05$ and $dk = 88$, the value of $t_{table} = 1.969$ was obtained. The calculation results get the t -value = 2.116. Based on these criteria it turns out that the value of $t_{count} (2.116) > t_{table} (1.969)$, so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis which states Organizational Culture (X_1) has a direct effect on Work Motivation (X_3) can be accepted because its truth is tested. Organizational culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers (Irhah Fahmi, 2011: 40). Jones defines organizational culture as a set of shared values and norms that control the interaction of organizational members with each other and with people outside the organization (Fahmi, 2011: 47). Fifth Hypothesis: There is a direct influence of Leadership Style (X_2) on Work Motivation (X_3): Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficient X_2 to X_3 (ρ_{32}) = 0.21, with a significant level $\alpha = 0, 05$ and $dk = 88$, the value of $t_{table} = 1.969$ was obtained. The calculation results get the t -count = 2.73. Based on these criteria it turns out that the value of $t_{count} (2.73) > t_{table} (1.969)$, so that H_0 is accepted and H_1 is rejected. This means that the research hypothesis which states that Leadership Style (X_2) has a direct effect on Work Motivation (X_3) is accepted because its truth is tested. Work motivation is motivation that rised encouragement or enthusiasm for work Wexley & Yukl (Gary Yuk, 2010: 329) says the process of moving to act. Sixth Hypothesis: There is a direct influence of Organizational Culture (X_1) and Leadership Style (X_2) on Work Motivation (X_3). Hypothesis testing criteria H_0 is rejected if the value of $F_{count} > F_{table}$, and H_0 is accepted if the value of $F_{count} < F_{table}$. Based on the results of data analysis manually

obtained multiple correlation coefficients $X_1 X_2$ toward X_3 ($R_{3.21}$) = 0.148 with a real level $\alpha = 0, 05$ and $dk = 87$ obtained F_{table} value = 3.45. The calculation results get the value of $F_{count} = 7.56$. Based on these criteria it turns out that the value of $F_{count} (7.56) > F_{table} (3.45)$, so that H_0 is rejected and H_1 is accepted. This means that research hypotheses that state Organizational Culture (X_1) and Leadership Style (X_2) affect Work Motivation (X_3) are acceptable because they are tested for their truth. assumptions, basic beliefs shared by all members of the organization. The influence of leadership style, organizational culture, and motivation on job satisfaction and lecturer performance at Darud Da'wah wal Irsyad (DDI) college in West Sulawesi. This study analyzes the influence of leadership style, organizational culture, and motivation on lecturer performance and job satisfaction. The study was conducted at the Darud Da'wah Wallrsad (DDI) college of West Sulawesi Province, Indonesia. The 170 respondents in this study were lecturers, who were selected through purposive sampling methods. Research data were analyzed using SEM (equation model structure). The results showed that leadership and motivation have a significant effect on job satisfaction and performance (Anwar Sewang, 2016). Seventh Hypothesis: There is a direct influence of Work Motivation (X_3) on Organizational Commitment (X_4) Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficient X_3 toward X_4 (ρ_{43}) = 0.35, with a significant level $\alpha = 0.05$ and $dk = 88$ obtained a value of $t_{table} = 1.969$. The calculation results get the t -value = 6.68. Based on these criteria it turns out that the value of $t (6.68) > t_{table} (1.696)$, so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis which states Work Motivation (X_3) has a direct effect on Organizational Commitment (X_4) can be accepted because its truth is tested. **إِنَّ الَّذِينَ يُبَايِعُونَكَ إِنَّمَا يُبَايِعُونَ اللَّهَ يَدِ اللَّهِ فَوْقَ أَيْدِيهِمْ فَمَنْ نَكَثَ فَإِنَّمَا يَنْكُثُ عَلَىٰ نَفْسِهِ وَمَنْ أَوْفَىٰ بِمَا عَاهَدَ عَلَيْهِ اللَّهُ فَمَسِيئَاتِهِ** (سورة الفتح: ١٠) Meaning: For those who promise to be loyal to you, indeed they promise to be loyal to God. Allah's hand is on their hands, then whoever breaks his promise will undoubtedly result from breaking that promise will befall himself and whoever keeps his promise to Allah then Allah will give him a great reward. (Q.S, Al Fath: 10) (Ministry of Religion, 2006: 738). Eighth Hypothesis: There is a direct influence on Organizational Culture (X_1), Leadership Style (X_2) and Work Motivation (X_3) on Organizational Commitment (X_4) Hypothesis testing criteria H_0 is rejected if the value of $F_{count} > F_{table}$, and H_0 is accepted if the value of $F_{count} < F_{table}$. Based on the results of data analysis manually obtained multiple correlation coefficients $X_1 X_2 X_3$ to X_4 ($R_{4.321}$) = 0.113, with a significant level $\alpha = 0, 05$ and $dk = 143$, the value of $F_{table} = 3.45$ was obtained. The calculation results get the value of $F_{count} = 5.88$. Based on these criteria it turns out that the value of $F_{count} (5.88) > F_{table} (3.45)$, so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis which states that there is a direct influence of Organizational Culture (X_1) Leadership Style (X_2) and Work Motivation (X_3) on Organizational Commitment (X_4) can be accepted because it is tested for its truth. Motivation is the dominant critical and behavior in organizations (Suparno, 2013: 32) Motivation is Elia, Budi in his research said the results and discussions obtained from the causal regression I test know that leadership style and lecturer motivation affect organizational commitment, while organizational culture does not affect commitment

organization. Causal Regression II knows that only motivation affects lecturer performance, but if the motivation does not directly affect performance but must go through organizational commitment so motivation does not have an influence on performance. For leadership style and organizational culture variables either directly or indirectly have no influence on performance, and also with organizational commitment (Elia, Budi, 2017). Ninth Hypothesis: There is an influence of Organizational Culture (X_1) on Organizational Commitment (X_4) through Work Motivation (X_3). Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficient X_1X_3 through X_4 ($p_{41.3}$) = 0.245, with a real level $\alpha = 0.05$ and $dk = 88$ obtained a table value = 1.969. The calculation results get the t-count = 2.36. Based on these criteria it turns out that the value of t_{count} (2.36) $>$ t_{table} (1.969), so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis which states that there is an influence of Organizational Culture (X_1) on Organizational Commitment (X_4) through Work Motivation (X_3) can be accepted because it is tested for its truth. Organizational culture is the value received by members of the organization that will largely determine the function of the organization, culture as a collection of knowledge, beliefs, arts, morals, laws, customs, and capabilities and habits obtained by someone as a member of an organization or community (Susanto et al, 2008: 3). Motivation is not behavior, but something that comes from within each individual that can not be directly observed but can produce a behavior (Robert G, Owens, 2007: 93). Tenth Hypothesis: There is an influence of Leadership Style (X_2) on Organizational Commitment (X_4) through Work Motivation (X_3). Hypothesis testing criteria H_0 is rejected if $t_{count} > t_{table}$, and H_0 is accepted if $t_{count} < t_{table}$. Based on the results of data analysis manually obtained path coefficient X_2X_3 to X_4 ($p_{42.3}$) = 0.735, with a significant level $\alpha = 0.05$ and $dk = 88$ obtained F_{table} value = 1.969. The calculation results get the t-count = 10.11. Based on these criteria it turns out that the value of t_{count} (10.11) $>$ t_{table} (1.969), so that H_0 is rejected and H_1 is accepted. This means that the research hypothesis which states that there is an influence of Leadership Style (X_2) on Organizational Commitment (X_4) through Work Motivation (X_3) can be accepted because it is tested for its truth. Andrew J Dubrin argues that motivation is an effort to achieve results, where the business is a strength that comes from within (Andrew J Dubrin, 2012: 389). Leadership style is a typical behavior of a leader towards members of the group and the behavior is carried out consistently (Wahyudi, 2009: 123). Organizational members who are committed to their organization must also have a physical connection to the organization, they will be in the workplace at all hours of work and when needed by the organization

Image Research constellation



Based on the results of processing, data analysis and statistical calculations that have been described in the previous chapter, the results of this study can be concluded as follows.

1. There is a direct influence of organizational culture (X_1) on organizational commitment (X_4) of STAI in Riau Province in Riau Province. Based on these criteria it turns out that the value of t_{count} (12.504) $>$ t_{table} (1.969), so that H_0 is rejected and H_1 is accepted. That is, the developing organizational culture has a significant influence on the organizational commitment of STAI in Riau Province. The magnitude of the influence of Organizational Culture (X_1) on Organizational Commitment (X_4) of 23.48%.
2. There is a direct influence of leadership style (X_2) on organizational commitment (X_4) in Riau Province. Based on these criteria it turns out that the value of t_{count} (9,198) $>$ t_{table} (1,969), so that H_0 is rejected and H_1 is accepted. This means that the leadership style has a significant influence on STAI's organizational commitment in Riau Province. The magnitude of the influence of Leadership Style (X_2) on Organizational Commitment (X_4) of 36.85%.
3. There is a direct influence of organizational culture (X_1) and leadership style (X_2) on organizational commitment (X_4) of STAI in Riau Province. Based on these criteria it turns out that the value of F_{count} (16.092) $>$ F_{table} (3.45), so that H_0 is rejected and H_1 is accepted. This means that organizational culture and leadership style have a significant influence on STAI's organizational commitment in Riau Province. From the calculation of the correlation coefficient as follows above, the variable Organizational Culture (X_1) and Leadership Style (X_2) together affect Organizational Commitment (X_4) of 92.16%.
4. There is a direct influence of organizational culture (X_1) on work motivation (X_3). Based on these criteria, it turns out that t_{count} (2,116) $>$ t_{table} (1,969), so H_0 is rejected and H_1 is accepted. That is, organizational culture provides a significant influence on work motivation. The magnitude of the influence of Organizational Culture (X_1) on Work Motivation (X_3) of 58.14%.
5. There is an influence of leadership style (X_2) on work motivation (X_3). Based on these criteria it turns out that the value of t_{count} (2.73) $>$ t_{table} (1.969), so that H_0 is accepted and H_1 is rejected. This means that a good leadership style gives a significant influence on work motivation., The magnitude of the influence of

Leadership Style (X_2) on Work Motivation (X_3) of 13.52%.

6. There is a direct influence of organizational culture (X_1) and leadership style (X_2) on work motivation (X_3). Based on these criteria it turns out that the value of $F_{count} (7.56) > F_{table} (3.45)$, so that H_0 is rejected and H_1 is accepted. It means that organizational culture and good leadership style have a significant influence on work motivation. Based on the two path coefficient calculations, the variable Organizational Culture (X_1) and Leadership Style (X_2) both of them affect Work Motivation (X_3) by 97.8%.
7. There is a direct influence of work motivation (X_3) on the organizational commitment of STAI in Riau Province (X_4). Based on these criteria it turns out that the value of $t (6.68) > t_{table} (1.696)$, so that H_0 is rejected and H_1 is accepted. That is, work motivation provides a significant influence on STAI's organizational commitment in Riau Province. The magnitude of the influence of Work Motivation (X_3) on Organizational Commitment (X_4) of 13.87%.
8. There is a direct influence of organizational culture (X_1) leadership style (X_2) and work motivation (X_3) on organizational commitment (X_4). Based on these criteria it turns out that the value of $F_{count} (5.88) > F_{table} (3.45)$, so that H_0 is rejected and H_1 is accepted, which means organizational culture, leadership style and work motivation have a significant influence on STAI's organizational commitment in Riau Province. Based on the two path coefficient calculations, the influence of Organizational Culture (X_1) and Leadership Style (X_2) and Management Knowledge (X_3) variables influence the Organizational Commitment (X_4) of 98.7%.
9. There is an influence of organizational culture (X_1) on organizational commitment (X_4) through work motivation (X_3). Based on these criteria it turns out that the value of $t_{count} (2.36) > t_{table} (1.969)$, so that H_0 is rejected and H_1 is accepted. This means that organizational culture has a significant influence on organizational commitment through work motivation. Based on the two coefficient calculations, the effect of the variable Organizational Culture (X_1) on Organizational Commitment (X_4) through Work Motivation (X_3) was 94%.
10. There is an influence of leadership style (X_2) on organizational commitment (X_4) through work motivation (X_3). Based on these criteria it turns out that the value of $t_{count} (10.11) > t_{table} (1.969)$, so that H_0 is rejected and H_1 is accepted. That is, leadership style provides a significant influence on commitment through work motivation. Based on both path coefficient calculations, the influence of Leadership Style (X_2) variables on Organizational Commitment (X_4) through Work Motivation (X_3) of 46%.

Based on the conclusion above, the variable that most influences the variable of organizational commitment as an endogenous variable is the leadership style of 36.85%. Leadership style of a leader can influence organizational commitment with policies and ways of managing a good organization, so as to create a good organizational culture in the form of values, norms that become the rules of the

organization and will increase the work motivation of organizational members.

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