INFLUENCE OF SAD WARNANING RAJANITI'S LEADERSHIP AND EMPLOYEES’ WORK CULTURE ON ORGANIZATIONAL COMMITMENT

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ARTICLE INFO

**Purpose:** This research aimed to analyze the effect of the Sad Warnaning Rajaniti’s leadership and employee’s work culture toward the organizational commitment in achieving the performance of public service employees at Class 1 District Court of Bali Indonesia.

**Theoretical framework:** Leadership plays the important roles in the employees’ performance in an institution/agency, both government and private. The work results of an employee are strongly influenced by the leadership style of a leader.

**Design/methodology/approach:** This research used 128 respondents from four Class 1 District courts in the area of Bali which were determined by the stratified proportionate random sampling method using a questionnaire instrument. The data analysis is using PLS.

**Findings:** The findings showed that the leadership construct of Sad Warnaning Rajaniti has no significant effects on organizational commitment and employee performances.

**Research, Practical & Social implications:** We suggest a future research agenda and highlight the contributions made to executive and management a leadership work culture on organizational commitment.

**Originality/value:** Furthermore, it is also aimed to analyze the mediating organizational commitment role to regarding the relationship between Sad Warnaning Rajaniti leadership and organizational culture on employee performances. This research conducted at Class 1 District Court in Bali region. Therefore, it is suggested in subsequent research to use other relevant variables that affect organizational commitment and employee performance.

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Influence of Sad Warnaning Rajaniti’s Leadership and Employees’ Work Culture on Organizational Commitment

**RESUMO**

**Objetivo:** Esta pesquisa teve como objetivo analisar o efeito da liderança do Sad Warnaning Rajaniti e da cultura de trabalho dos funcionários para o comprometimento organizacional em alcançar o desempenho dos funcionários do serviço público no Tribunal Distrital de Classe 1 de Bali Indonésia.

**Referencial teórico:** A liderança desempenha os papéis importantes no desempenho dos funcionários em uma instituição/agência, tanto governamental quanto privada. Os resultados do trabalho de um funcionário são fortemente influenciados pelo estilo de liderança de um líder.

**Desenho/metodologia/abordagem:** Esta pesquisa utilizou 128 entrevistados de quatro tribunais distritais de classe 1 na área de Bali, que foram determinados pelo método de amostragem aleatória proporcional estratificada usando um instrumento de questionário. A análise de dados está usando PLS.

**Resultados:** Os resultados mostraram que o construto de liderança de Sad Warnaning Rajaniti não tem efeitos significativos no comprometimento organizacional e no desempenho dos funcionários.

**Pesquisa, implicações práticas e sociais:** Sugerimos uma agenda de pesquisa futura e destacamos as contribuições feitas ao executivo e à gestão de uma cultura de trabalho de liderança sobre o comprometimento organizacional.

**Originalidade/valor:** Além disso, objetiva-se também analisar o papel mediador do comprometimento organizacional quanto à relação entre a liderança Sad Warnaning Rajaniti e a cultura organizacional no desempenho dos funcionários. Esta pesquisa foi realizada no Tribunal Distrital de Classe 1 na região de Bali. Portanto, sugere-se em pesquisas posteriores utilizar outras variáveis relevantes que afetam o comprometimento organizacional e o desempenho dos funcionários.

**Palavras-chave:** Liderança da Triste Advertência Rajaniti, Comprometimento Organizacional, Cultura de trabalho, Desempenho dos Funcionários.

INFLUENCIA DEL LIDERAZGO DE SAD WARNANING RAJANITI Y LA CULTURA DE TRABAJO DE LOS EMPLEADOS EN EL COMPROMISO ORGANIZACIONAL

**RESUMEN**

**Propósito:** Esta investigación tuvo como objetivo analizar el efecto del liderazgo de Sad Warnaning Rajaniti y la cultura laboral de los empleados hacia el compromiso organizacional para lograr el desempeño de los empleados del servicio público en el Tribunal de Distrito de Clase 1 de Bali, Indonesia.

**Marco teórico:** El liderazgo juega papeles importantes en el desempeño de los empleados en una institución/organismo, tanto gubernamental como privado. Los resultados laborales de un empleado están fuertemente influenciados por el estilo de liderazgo de un líder.

**Diseño/metodología/enfoque:** esta investigación utilizó 128 encuestados de cuatro tribunales de distrito de Clase 1 en el área de Bali, que fueron determinados por el método de muestreo aleatorio proporcional estratificado utilizando un instrumento de cuestionario. El análisis de datos está utilizando PLS.

**Hallazgos:** Los hallazgos mostraron que la construcción de liderazgo de Sad Warnaning Rajaniti no tiene efectos significativos sobre el comprometimiento organizacional y el desempeño de los empleados.

**Implicaciones de investigación, prácticas y sociales:** sugerimos una agenda de investigación futura y destacamos las contribuciones hechas a ejecutivos y gerentes una cultura de trabajo de liderazgo en el compromiso organizacional.

**Originalidad/valor:** Además, también tiene como objetivo analizar el papel mediador del compromiso organizacional con respecto a la relación entre el liderazgo de Sad Warnaning Rajaniti y la cultura organizacional en el desempeño de los empleados. Esta investigación se llevó a cabo en el Tribunal de Distrito de Clase 1 en la región de Bali. Por lo tanto, se sugiere en investigaciones posteriores utilizar otras variables relevantes que inciden en el compromiso organizacional y el desempeño de los empleados.

**Palabras clave:** Liderazgo de Sad Warnaniti Rajaniti, Comprometimiento Organizacional, Cultura laboral, Desempeño de los Empleados.

INTRODUCTION

A major and fundamental change in paradigm and governance in Indonesian government is Bureaucratic reforms. The Central Government to Local Government levels is
strives to improve the bureaucratic process. The demand of the public who wants service and bureaucratic governance improvements as a way of clean and good government. Currently, in every government agency or institution the public services in Indonesia continuously improved and facilitated. In the Article (2), stated that the purpose and objective of public services are to provide legal certainty in the relationship between public services of public and providers in the Law No. 25 of 2009. Article (9) stated that to facilitate the public services implementations of various forms, it can be done with an integrated service system. In this Integrated Service System, it is hoped that all management processes start from the application stages to the publication of documents can be carried out into a place.

Integrated service has been implemented in the District Court following the Decree of the Director-General of the General Courts No 77/ DJU/ SK/ HM.02.3/ 2/ 2018 concerns about Guidelines for One-Stop Integrated Service Standards (PTSP) in High and District Courts has been amended with Decree Number 3239/ DJU/ SK/ HM02.3/ 11/ 2019 to further improve services to service users and justice seekers. However, the results of the evaluation of the case information system implementation (SIPP) during May to June 2019 show a decline in the category of employee compliance of Class I District Court in the Bali Region.

Theoretically, the employee performances are influenced by several factors, including leadership. The role of leadership and facilities available can support the achievement of goals in the organization (Grojean et al., 2004). In Hindu literature or Niti Sastra, it is stated that every person is a leader so that they should be able to carry out their duties following the science of leadership (Siagian, 2002). To manage the organization a leader must apply a leadership style in achieving its goals. In Hinduism, it is known as one of Sad Warnaning Rajaniti’s leadership which mentions that in an organization it is better to create good cooperation among all members and leaders in achieving a goal (Guritno & Waridin, 2005).

Apart from leadership factors, work culture which is also an important factor that affects employee performance. The concepts of culture are the keys to increasing the organizational effectiveness. A strong work culture increases work commitment, productivity, and employee employability (Nempung, 2013). Likewise, the research results of Khuzaeni (2013) found that work culture affects employee performance. Another variable that also plays an important role is organizational commitments. Organizational commitments are one of the variables that bridges on employee performances of the relationship between leadership and work culture (Almutairi, 2015; Raveendran & Gamage, 2019; Saleh et al., 2018; Setyaningrum et al., 2017). This research aims to analyzing the influence of the Sad Warnaning Rajaniti’s leadership and employee’s work culture toward the organizational commitment in achieving the performance
of public service employees at Class 1 District Court in Bali Indonesia.

LITERATURE REVIEW

In the Law No. 25 of 2009 article 1 concerns about Public Services, explains a series of administrative activities and services which provided by public service providers for every citizen and resident who is entitled to goods, services, and/or administrative services in the context of fulfilling service needs in accordance with statutory regulations. Class 1 district courts are public service institutions in the legal sector that plays a central role in providing public services to people who seek justice. In Indonesia, public services encounter many obstacles; one of them is the bureaucratic paradigm that tends to ask to be served rather than to serve. It is hoped that the bureaucratic reforms that are continuously being intensified by the Government can be achieved towards good and clean governance, especially in providing services to the community. The researcher implemented and analyzed in Bali Province of Indonesia.

Sad Warnaning Rajaniti Leadership

Leadership plays the important roles in the employees’ performance in an institution/agency, both government and private. The work results of an employee are strongly influenced by the leadership style of a leader (Habeeb & Ibrahim, 2017; Ilham, 2018; Salman et al., 2016). Several literature states, some leadership styles are applied to various companies/organizations/agencies/institutions, namely the styles of transformational leadership, and transactional leadership, the styles of charismatic leadership and laizer faier leadership and other leadership styles including those based on Hinduism, namely Sad Warnaning Rajaniti which subsequently became the construct of his research.

The leadership of Sad Warnaning Rajaniti is one of the leadership principles of Niti Sastra which refers to the synergy between the leader and his subordinates (Suhardana, 2008). Leadership Sad Warnaning Rajaniti or Sad Sasana means the six main characteristics and abilities that a leader should possess, which have characteristics consisting of Abhikamika, Prajna, Utsaha, Atma Sampad, Sakya Samanta, and Aksudra Pari Sakta which is further explained as follows:

1) **Abhikamika**, leaders should be downward oriented and prioritized the interests of the people at large rather than personal or group interests and appears sympathetic.
2) **Prajna**, leaders should be wise and master of science, technology and can be used as role models.
3) **Utsaha**, leader should be proactive, initiative, creative and innovative (as a pioneer of reform), willing to serve the welfare of the people.

4) **Atma Sampad**, a leader has a personality: high integrity, moral, objective and has far-reaching insight into the progress of his nations.

5) **Dakya Samanta**, the control function of the leader is to be able to supervise his subordinates (effective, efficient, and economical), fair and firm.

6) **Aksura Pari Sakta**, leader must be accommodating and it is able to combined different opinions, good at diplomacy, absorbing the aspirations of their subordinates.

**Sad Warnaning Rajaniti’s Leadership and Employee Performance**

In general, employee performances are greatly influenced by the leadership styles of a leader. Various leadership styles in some studies have shown performance of worker has significant positive stuff. Research on the leadership of Sad Warnaning Rajaniti and its specific effect on performance have not been found, so in this study, researchers generalized it through the results of leadership research generally associated with employee performance. A significant influence from the various leadership styles they have on the worker's activity. The result of study by Akpoviroro et al. (2018) found that leadership style on the employee performance shows a significant positive effect. Omonona et al. (2019) in their study in South Africa found a significant positive effect of transactional leadership style on employee performance. Dolly and Nonyelum (2018) found that the significant effect on worker's activity of democratic leadership. Muslichah and Asrori (2018) proves that a significant positive influence is shown by transformational leadership on the worker's activity.

**H1:** Have positive and significant effects from the leadership of Sad Warnaning Rajaniti on the worker's activity.

**Work Culture and Employee Performance**

In different ways such as limiting individual freedom of choice, by giving rewards and punishments from a positive work culture will increase the organizational performance of employees. Work culture is also very important for critical management competencies by maximizing the human capital value, and cultural management (Sinha et al., 2010). Dhakal (2016) states that the important factors are that work culture determine to employee performance in organization. Several research results concluded that a positive effect on worker act found in the work culture significantly. The research results of Sinha et al. (2010) found that a significant positive effect on the worker's activity of private companies in India.
was found in work culture. Rismawati et al. (2016), in his research on finding that work culture has a significant positive effect on the performance of craftsmen in Klaten (Central Java). The results of Rahmawati (2015) research show that a positive and significant influence is found in work culture on employee performance.

**H2:** Employee performance of work culture has positive and significant effects.

**Organizational Commitment and Employee Performance**

Organizational commitment to employee performance and organizational performance is one of the attitudes related to work that has an impact (Robbins, 2005). Hafiz (2017) argued the employee commitment is strongly influenced an employee by the work behavior. This means that high commitment from employees will show better performance. Organizational commitment there are affective commitment, normative commitment, and ongoing commitment from several previous research results proves that employee performance have a significant positive effect. Folorunso et al. (2014) in his research on educational institutions employees in Nigeria, organizational commitment illustrated on employee performance had a positive effect significantly. The research results by Akhtar et al. (2015) on bank employees in Pakistan, employee performance at the bank was also found to have a significant positive effect on organizational commitment. The same results were also found in research conducted by (Hafiz, 2017; Paramita et al., 2018; Winarja et al., 2018).

**H3:** Worker's activity on organizational commitment has positive and significant effects.

**Sad Warnaning Rajaniti’s Leadership and Organizational Commitment**

The leadership of Sad Warnaning Rajaniti is a form of leadership that prioritizes synergy between leaders and subordinates. According to Suhardana (2008), Sad Warnaning Rajaniti’s leadership refers to several research results in general, where leadership style on the organizational has a commitment that influence. Research on the leadership of Sad Warnaning Rajaniti and its impact on organizational commitment have never been done specifically so that in this study, researchers generalized it through the results of research that leadership is generally with organizational commitment associated by employee performance.

Lee (2004) stated that relationship of organizational commitment with transformational leadership has significant effect in his research in Singapore. Further supported by Walumbwa and Lawler (2003) pointed out that transformational leaders can increase organizational commitment and also understand their needs by making them solve problems creatively. Several studies on organizational commitment show that leadership is influential (Dahie et al.,
2017).

**H4:** Organizational commitment from Sad Warnaning Rajaniti has a significant and positive effect.

**Work Culture and Organizational Commitment**

Each individual's work culture is a driving force in carrying out work activities (Suparyadi, 2015). Various results of study prove that work culture can affect organizational commitment to the staff work. The results of Rahmawati (2015) explain the employee activity on culture performance has a significant positive and effect.

**H5:** Organizational commitment to work culture affects a positive and significant.

**The Influence of Sad Warnaning Rajaniti’s Leadership on Employee Performance by Mediating Organizational Commitments**

Sad Warnaning Rajaniti's leadership is one of the leadership styles that prioritize synergy between leaders and subordinates. Several leadership styles on organizational commitments show a significant influence. Better leaderships of an organization, the more committed employees to the organization. Omidifar (2013) the styles of leadership and organizational commitment have a significant effect on his study of teachers in Tehran. Likewise, Al-Daibat (2017) his research on bank employees shows that leadership on organizational commitment has a positive effect in Jordan. In contrast, organizational commitment to employee performance also shows significant effects.

Employee commitment is an essential factor in deciding the employee performance. A stronger employee work commitment will encourage employees to perform better. Research results that prove the influence of employee commitment on employee performance are (Folorunso et al., 2014; Hafiz, 2017; Paramita et al., 2018; Winarja et al., 2018). According to some study results, where some leadership styles show a significant influence on employee commitment while the employee commitment on employee performance has significant effects.

**H6:** Organizational commitment is a mediator for the relationship between Sad Warnaning Rajaniti’s leadership and employee activity.

**The Influence of Work Culture on Employee Performance by Mediating Organizational Commitments**

A person's work culture is a strong driver for each individual to choose work (Suparyadi, 2015). A person will continue to work at the organization if the work culture is in line with the
culture which applied by the organization. This implies that work culture affects the work commitment of an employee. On the other hand, organizational commitment also affects employee performances. Employees who have high commitment tend to perform better than employees with low commitment. This is evident from several research results, which found employee work commitment to employee activity proves a positive significantly, namely (Hafiz, 2017; Paramita et al., 2018; Winarja et al., 2018). In this case, organizational commitment significantly proves the influence of the culture of work, meanwhile, employee commitment on worker's activity also has a significant effect.

**H7:** Organizational commitment as a mediator in the relationship between workplace culture and worker's activity.

**Research Framework**

According to the framework as described, in general, leadership affects organizational commitment (Dahie et al., 2017). Leadership also affects employee performance. Organizational commitment is also influenced by employee performance and work culture (Mawung, 2018; Sugianingrat & Sarmawa, 2017). Based on the leadership style, it has the relationship between organizational commitment and employee performance, as well as the organizational commitment to worker's activity that relates between work cultures, and a conceptual framework is built, as shown in Figure 1.

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**Figure 1. The framework of research concept**
METHODOLOGY

The number of samples in the community service section of the Class I District Court in the Bali Region that used in this study was 128 employees. Employees who are used as research respondents are employees in the service department consisting of judges, substitute clerks/bailiffs, substitute bailiffs and administrative staff at the clerk's office, and employees at One-Stop Integrated Service (PTSP) various samples in each city/district at the court Class I countries are determined by the stratified proportional random sampling method. The exogenous variables in this study are Sad Warnaning Rajaniti leadership and work culture, while the endogenous variables are, organizational commitment and worker activity, where organizational commitment is an endogenous intervening variable. This study uses SEM (models of structural equation) analysis with the PLS (Partial Least Square) method.

RESULTS

The calculation’s result of the survey data using PLS show the coefficient of the relationship between the constructs studied as in Table 1.

<table>
<thead>
<tr>
<th>Relationship Between variables</th>
<th>Direct Effect coefficient</th>
<th>t-statistics</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>$X_1 \rightarrow Y_2$</td>
<td>0.040</td>
<td>0.287</td>
<td>Not significant</td>
</tr>
<tr>
<td>$X_2 \rightarrow Y_2$</td>
<td>0.590</td>
<td>3.976</td>
<td>Significant</td>
</tr>
<tr>
<td>$Y_1 \rightarrow Y_2$</td>
<td>0.507</td>
<td>2.767</td>
<td>Significant</td>
</tr>
<tr>
<td>$X_1 \rightarrow Y_1$</td>
<td>0.183</td>
<td>1.753</td>
<td>Not significant</td>
</tr>
<tr>
<td>$X_2 \rightarrow Y_1$</td>
<td>0.763</td>
<td>7.740</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Results of calculation of research data
**The Influence of Sad Warnaning Rajaniti’s Leadership on Employee Performance**

According to the data analysis results, it shows that leadership of Sad Warnaning Rajaniti’s on employee performance has a positive but insignificant effect. It is indicated the coefficient value of the estimation results of 0.040 with t-statistics of 0.287 <1.96 (Table 1). The test results indicated hypothesis 1 (H1) pointed out that Sad Warnaning Rajaniti’s leadership has on Employee Activity a positive effect at the Class I District Court in the Bali region is not accepted or rejected. This shows that the stronger nature of Sad Warnaning Rajaniti’s leadership will not have an impact on improving employee performances.

Based on this description, in general, it can be stated that this study result has not been able to confirm some previous research results, this study reveals that Sad Warnaning Rajaniti’s leadership is not always able to encourage improving employee performance because each statement obtains average results from the results of variable descriptions. The good results show that in government organizations the role of leadership does not always affect employee performance improvement because employees at work are regulated by the existence of an organizational structure, Standard Operating Procedures (SOP), regulations, and technical guidelines that must be implemented. This study results are different from previous studies, namely research by Floriana & Rostiana, (2018); Hidayah & Sutopo, (2017); Othman & Mahmood, (2019) show that spiritual-based leadership on worker performance has a positive and significative.

**The Influence of Work Culture on Employee Performance**

The influence of work culture on employee performance shows that the work culture has a positive effect on worker's activity. This is indicated by the path coefficient value of 0.590 with a t-statistic of 3.976 > 1.96 (Table 1). The results of this test prove that hypothesis 4 (H4), namely work culture has a significant positive effect on worker activity at the Class I Bali District Court is acceptable. This shows that it will have an impact on increasing employee performance that a stronger work culture. Work culture plays an important role in improving performance. Tubagus (2015) states that in carrying out activities or work, social values or the overall pattern of behavior is a work culture. The values collection in certain norms held by people and groups in the company that defines the work culture. The perspective or way of someone who gives meaning to work is a work culture.

These findings support a number of result in this study, such as the previous study by Rahmawati (2015) found that work culture on worker's activity has a positive and significant effect. In addition, different ways such as limiting individual freedom of choice and providing
rewards and punishments with a positive work culture will improve organizational performance. Cultural management should be a critical management competency to maximize the value of human capital. Work culture is also very important in companies (Sinha et al., 2010). Dhakal (2016) states that an important factor that determines the performance of an employee in an organization is work culture. Sinha et al. (2010) found that work culture on employee performance shows a significant positive influence on private companies in India. Based on the description, that study results have been able to confirm some of previous studies in general, it can be stated that this study reveals that work culture can provide a boost to employee performance.

**The Effect of Organizational Commitment on Employee Performance**

In the Class I District Court in the Bali Region, organizational commitment to employee performance has a significant positive. This result is indicated by the path coefficient value of 0.507 with a t-statistic of 2.767 > 1.96 (Table 1). The results of this test indicate that hypothesis 5 (H5) which states that Organizational Commitment to employee performance has a significant positive effect on the Class I Bali District Court can be accepted. This shows that a stronger increase in employee performance will have an impact on organizational commitment. One of the work-related attitudes that impact on the performance of employee and organizational is organizational commitment (Robbins, 2005). Employees who have a high commitment will show better work behaviors such as having greater effort in tasks, better attendance, and higher involvement in work, better service quality, and overall show better performance. Hafiz (2017) argued employees who have high commitment will show better performance, namely the work behavior of an employee is strongly influenced by employee commitment.

Previous research has proven that the number of results from other organizational commitments, namely affective commitment, normative commitment, and ongoing commitment to employee performance, have a significant positive effect (Folorunso et al., 2014). The results of research by Akhtar et al. (2015) also found a significant positive effect of organizational commitment on employee performance on bank employees in Pakistan, the research conducted showed the same results were also found by (Hafiz, 2017; Paramita et al., 2018; Winarja et al., 2018). Based on the description, some of the study results can generally be stated that the results of this study can confirm and reveal that organizational commitment can improve employee performance.
The Influence of Sad Warnaning Rajaniti’s Leadership on Organizational Commitment

Sad Warnaning Rajaniti’s leadership on organizational commitment shows positive and insignificant effect. The path value coefficient of 0.183 with t-statistics of 1.753 < 1.96 (Table 1) indicated by this research. This test proves that hypothesis 1 (H1) which states that the leadership of Sad Warnaning Rajaniti on organizational commitment has a significant positive at the Class I District Court in the Bali Region cannot be accepted. This shows that the stronger nature of Sad Warnaning Rajaniti’s leadership does not necessarily have an impact on organizational commitment.

However, some studies argued that the transformational leadership can increase organizational commitments (Abasilim et al., 2019; Lee, 2004; Sabir & Khan, 2011; Walumbwa & Lawler, 2003). This study reveals that Sad Warnaning Rajaniti’s leadership does not always affect organizational commitment, this shows that in government organizations the role of leadership does not always affect organizational commitment, because leaders in government organizations are placed in the organizational structure following the rules and are obliged to implement and implement rules or regulations, Standard Operating Procedures (SOP), and established commitments.

The Influence of Work Culture on Organizational Commitments

Work Culture on Organizational Commitment has a significant positive effect from the influence of Work Culture on Organizational Commitment. The path value result is shown from X2 to Y1 of 0.763 with t-statistics of 7.740 > 1.96 (Table 1). The work culture on the organizational commitment has positive and significant influences at the Class I District Court in Bali is acceptable from the results of this test prove that hypothesis 3 (H3). This shows that a stronger work culture will have an impact on Organizational Commitment. The results supports previous research, that the work culture possessed by each individual is the basis and driving force for job choices and how these individuals carry out work in the organization (Suparyadi, 2015). Some research results support this finding that organizational culture supports and is positively correlated with organizational commitment (Rastegar & Aghayan, 2012; Soryani et al., 2018). The organizational culture of the organizational commitments has a positive and significant influence and employee performance (Mitic et al., 2016). Based on this description, in general, this study results can confirm some previous research results. It reveals that work culture can provide an impetus for increased organizational commitment.
The mediator of organizational commitment is the roles of Sad Warnaning Rajaniti’s leadership relationship on the employee performances

Ghozali (2005) stated that if the variable affects the relationship between endogenous and exogenous variables it is a variable called an intervening variable. The mediation role test of organizational commitment on the leadership relationship of Sad Warnaning Rajaniti on employee performance uses the Sobel test method. The results of the calculation show that the t value of 0.223 is smaller than 1.96 means it is not significant, means the commitment is a full mediation between leadership Sad Warnaning Rajaniti and employee performance.

Organizational Commitment to employee performance mediates the influence of leadership and can be accepted based on the test results to illustrate that hypothesis H6. Based on these descriptions, in general, it can be stated that the study results have not been able to confirm some previous research results. It is reveals that Sad Warnaning Rajaniti’s leadership has been able to encourage to improve employee performance through organizational commitment. This is because in government organizations all management processes have been regulated by regulations that determine the organizational structure, standard operating procedures, technical instructions, as a guide in the implementation of tasks so that both leaders and employees who work are bound by these rules in achieving performance.

The Roles of the Organizational Commitment as mediator for relationship between work culture and employee performance.

The calculation result of the organizational commitment role in mediating organizational culture on the performances show t-value of 0.091 which is smaller than 1.96 which means that it is significant, meaning that commitment is a partial mediation between culture and activity. The results of this test illustrate that hypothesis H7 which states that Organizational Commitment partial mediates the influence of Work Culture on employee performance is acceptable

DISCUSSION

The results of this study are expected to provide benefits to improving the public services quality at the Class 1 District Court in Bali. This means that the leadership of Sad Warnaning Rajaniti and stronger work culture will impact organizational commitment and employee activity. The leadership of Sad Warnaning Rajaniti of work culture plays important roles in improving performance. Leadership affects organizational commitment (Dahie et al.,
Influence of Sad Warnaning Rajaniti’s Leadership and Employees’ Work Culture on Organizational Commitment

2017). Should be used as a guide in increasing the commitment and performance of employees in providing public services.

The leadership of Sad Warnaning Rajaniti is determined by 6 (six) dimensions, namely, abhikamika, prajna, utsaha, atma sampad, dakya samanta and pari sakta aksura. The indicator that contributes dominantly in reflecting the leadership construct of Sad Warnaning Rajaniti comes from the dimension of pari sakta aksura, which is the indicator that the leader has a desire for achievement in completing the predetermined performance targets. This means that the leadership expected in the Class 1 District Court in the Bali region is a leader who has the desire to excel in completing performance targets.

For the construct of work culture, it is reflected in two dimensions, such as: work attitude and work behavior, then the dominant contributing indicators come from the dimensions of work attitudes, namely indicators of willingness to accept leadership directions, meaning that the obedience and discipline factors in carrying out directions to complete assigned tasks are important factors. The construct of work culture to improve employee performance, the factors of obedience and discipline in receiving orders and directions in carrying out the tasks that have been determined in the work procedure organization are the most important parts of work culture to improve performance.

The organizational commitment construct is reflected in 3 (three) dimensions, namely affective, continuous and normative commitment. The dominant indicator in the construct of organizational commitment is the dimension of affective commitment, which is the indicator of doing work with a full sense of responsibility and always trying hard to get the job done. It means that in providing public services, responsibility sense for each employee and a commitment to complete work as well as possible is the most important parts of public service commitment.

Meanwhile, the employee performance construct is reflected in 5 (five) dimensions, such as: productivity, service quality, responsiveness, responsibility, and accountability. Of the five dimensions studied, the indicator that contributes dominantly to the construct of employee performance is the responsiveness dimension, namely that the employee indicator can always overcome problems that occur in service. This means that employees must always provide services according to the needs of service users and understand and master the tasks that are their responsibility in providing public services.

This study is expected to become a guideline for judicial institutions in the Bali region, especially class I district courts, regarding the importance of leadership, work culture, and organizational commitment to supporting employee performance. The employees should be
continuously given coaching and training to improve their performances in providing services to the public. Considering that the court is a law enforcement agency for the community to seek justice, the public services quality is an important factor for improving the performance of institutions to provide justice protection. A sense of comfort and security through a work attitude that is full of discipline, responsibility, and professionalism as well as the competence of leaders and employees in completing their duties and responsibilities is an integral part in improving the performance of public services, where leaders and employees are an important part of realizing bureaucratic reform.

**CONCLUSION**

Based on the result above, in general, it can be stated that this study has been able to confirm some previous research results. This study reveals that the Work Culture has been able to encourage increasing employee performance through organizational commitment. This is also because in government organizations all management processes have been regulated by regulations that determine the organizational structure, standard operating procedures, technical guidelines, as a guide in carrying out tasks so that the work culture in government organizations does affect employee performance. Every employee already has a main task and function as well as targets that must be achieved at work. Moreover, the finding of this study concluded that Sad Warnaning Rajaniti leadership and work culture plays an important role on increasing organizational commitment and employee performances.

**Limitations and further research**

The limitation of this study is that it only uses three exogenous constructs as determinants of employee performance, namely, Sad Warnaning Rajaniti leadership, work culture, and organizational commitment, for the next research it is recommended to use more exogenous variables such as work environment, educational background, financial and non-financial compensation. Finance which also makes an important contribution to employee performance. In addition, this research was only conducted at the first level judicial institution, namely the class one of district court in the Bali region, so future research needs to be developed in all judicial institutions so that generalizations can be used in decision making for different judicial institutions.
REFERENCES


