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Evaluating the Role of Altruism in Enhancing Organizational Performance through Transformational Leadership

Mette Sørensen¹, Jonas P. Nielsen^{2*}, Line H. Kristensen¹

1. Department of Public Management, Faculty of Social Sciences, University of Copenhagen, Copenhagen, Denmark.
2. Department of Organisation and Strategy, School of Business and Social Sciences, Aarhus University, Aarhus, Denmark.

Abstract

This study seeks to assess and examine the influence of transformational leadership on organizational performance, with organizational commitment acting as a mediating variable, while altruism functions as a moderating factor in the relationship between transformational leadership and organizational commitment. The research employed a descriptive research design and was carried out at A-accredited Child Welfare Institutions (LKSA) in Indonesia, involving 185 respondents. Data analysis was conducted using the Structural Equation Modeling (SEM) approach supported by the Partial Least Squares (PLS) 3.0 analytical tool. The results indicate that altruism, when associated with organizational commitment, does not significantly enhance organizational performance, despite being positioned as a balancing factor. This implies that altruism reflects actions aimed at improving the welfare of others without conscious consideration of personal gain. Ideally, altruistic individuals demonstrate concern and willingness to assist even in the absence of rewards or expectations of reciprocity. Additional findings reveal that outcomes extend beyond purely altruistic motives when transformational leadership displays strong altruistic characteristics. Altruistic behavior, evaluated in relation to prevailing norms, holds substantial potential to contribute to superior organizational performance.

Keywords: Transformational leadership, Organizational performance, Altruism, Organizational commitment

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Corresponding author: Jonas P. Nielsen

E-mail ✉ jonas.nielsen@gmail.com

Introduction

A notable issue is that only 185 institutions out of a total of 2,735 Child Welfare Institutions have obtained Accreditation A, based on available accreditation data. Despite these accreditation outcomes, it was found that many institutions still face challenges, even among those that are well-accredited. Research on the Quality of Child Care in Social Welfare Institutions conducted by Save the Children and the Ministry of Social Affairs of the Republic of Indonesia during 2006 and 2007 revealed that many LKSA managers lacked adequate understanding of children's needs and circumstances. Children residing in LKSAs require appropriate care, which should align with established standards to ensure optimal development.

Organizational performance and its implementation processes are influenced by various determining factors, including technological support, quality of inputs, physical working conditions, organizational culture, and human resource management practices such as compensation, promotion, and workload balance. Additionally, psychological capabilities, individual competencies, and motivational factors play a crucial role in shaping performance outcomes [1, 2]. Several factors contribute to suboptimal performance in non-profit organizations, one of which is the ineffective functioning of LKSAs [3].

Transformational leadership practices have been shown to positively affect organizational performance [4-6]. Furthermore, leadership transformation within non-profit organizations emphasizes the critical role of leadership in organizational



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effectiveness [7-9]. Consequently, this study introduces an alternative model to strengthen the linkage between transformational leadership and organizational performance. The research aims to provide new insights for organizational leaders to enhance relationships and maximize organizational outcomes by adopting leadership styles that refine competencies and unlock full organizational potential.

Based on the background outlined above, this study identifies a key research problem. According to previous studies [3, 10-12], leadership within Child Welfare Institutions in Indonesia is governed by multiple policies and programs, including provisions outlined in the 1945 Constitution, which mandates state responsibility for neglected and impoverished children. However, various challenges continue to hinder human resource effectiveness, one of which is the stagnation of LKSA institutional functions. Organizational performance, particularly in relation to performance execution, is inseparable from influencing factors such as leadership, which serves as a mechanism to guide organizational members toward achieving established standards and objectives.

Given the range of factors influencing organizational performance, performance improvement within organizations and government agencies remains a fundamental objective in optimizing predetermined activities. Nonetheless, organizational sustainability requires continuous efforts to enhance capabilities and acquire new knowledge to adapt effectively to dynamic and evolving conditions.

Literature Review

Organizational performance

According to Pasolong (2010), individual employee performance is inseparable from overall organizational performance. The achievement of organizational objectives depends on available resources that are managed by employees who actively contribute as key actors in fulfilling these goals. Organizational performance, therefore, becomes a collective responsibility shared by all members. When individuals perform effectively, achieve targets, and provide optimal contributions, the organization's performance will also improve. Consequently, organizational outcomes reflect individual work results. Furthermore, Sinambela (2012) explains that organizational performance represents the aggregate of employee performance, meaning that higher individual performance leads to superior organizational outcomes. Meanwhile, Nasucha defines an organization as an integrated system designed to meet stakeholder needs through structured efforts while continuously enhancing its capacity to achieve objectives efficiently.

Transformational leadership

Transformational Leadership refers to a leadership approach characterized by charisma, intrinsic motivation, and the ability to drive organizational change toward shared objectives. Avolio *et al.* [13], Bass [14] identify four core dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. According to Howell & Avolio (1993), transactional and transformational leadership styles influence subordinates in different ways. Transactional leadership motivates followers by appealing to personal interests and tangible rewards. In contingent reward systems, performance outcomes determine compensation, where leaders and subordinates agree on expected results without encouraging performance beyond established standards. Management by exception focuses on corrective actions when deviations occur, often resulting in limited leader attention toward subordinates. This condition may reduce employee satisfaction and weaken commitment to leadership.

Organizational commitment

According to Becker, commitment emerges from individual "side bets" made within an organization. Organizational members remain committed because they have invested valuable resources—such as time, effort, and skills—which they risk losing if they leave. These accumulated investments represent potential losses that strengthen commitment. Becker argues that individuals place something valuable at stake in their work or organization, thereby increasing their attachment. The greater the perceived investment, the stronger the organizational commitment. As a result, individuals are willing to share benefits gained because alternative opportunities may not offer equivalent returns. Commitment thus develops from satisfaction with organizational rewards that would otherwise be forfeited upon departure.

Altruism

Altruism is defined as voluntary behavior intended to help others without self-interest or expectation of reward [15]. Whether an action is altruistic depends on the helper's intention. For instance, an individual who risks personal safety to rescue someone from a fire and leaves without acknowledgment demonstrates genuine altruism [16]. The concept originates from the French term *altruiste*, meaning "others," as introduced by Comte, who emphasized moral responsibility toward serving humanity. According to [17], altruism represents behavior aimed at benefiting others, often involving personal sacrifice and driven by

concern for others' well-being rather than recognition. Similarly, Myers [18]; Soelton *et al.* [3] describe altruism as a willingness to assist others without personal gain.

Hypotheses

Relationship between transformational leadership and organizational performance

Transformational leadership theory was advanced by Burns [19], who distinguished it from transactional leadership. Transformational leaders elevate followers' moral values, enhance ethical awareness, and mobilize collective energy and resources to support change. Based on this theoretical foundation, the following hypothesis is proposed:

H1: Transformational Leadership has a positive effect on Organizational Performance.

Relationship between transformational leadership and organizational commitment

The effectiveness of transformational leadership is an organizational factor, combining leadership competencies and insight to unite members in achieving shared objectives [20]. Leaders who clearly articulate organizational vision and mission encourage stronger positive responses from subordinates, including increased job satisfaction, commitment, loyalty, motivation, and productivity [21]. Therefore, the following hypothesis is formulated:

H2: Transformational Leadership has a positive effect on Organizational Commitment.

Relationship between organizational commitment and organizational performance

Research by Cameron & Quinn [22] indicates that organizational commitment influences performance, although the strength of the relationship may vary. Commitment contributes to organizational performance through mechanisms such as budget implementation and participation. Organizational culture and commitment function as conditional variables that support higher levels of performance, particularly in uncertain and globalized environments. As a result, alignment among these factors is essential for improving organizational outcomes. Accordingly, the following hypothesis is proposed:

H3: Organizational Commitment has a positive effect on Organizational Performance.

Mediating function of organizational commitment in the relationship between transformational leadership and organizational performance

The study conducted by Nugrahati *et al.* [2] reports that statistical testing using descriptive analysis generated SPSS output indicating that Organizational Commitment exerts a positive and statistically significant influence on organizational performance [2]. These results imply that the level of commitment possessed by employees contributes substantially to the overall effectiveness of the organization. In other words, stronger organizational commitment is associated with improved organizational outcomes. Accordingly, the following hypothesis is proposed:

H4: Organizational Commitment mediates the effect of Transformational Leadership on Organizational Performance

Moderating role of altruism in the relationship between transformational leadership and organizational performance

Acts of self-sacrifice may serve as an initial catalyst within leadership dynamics [23]. Altruism becomes particularly relevant when employees in public sector organizations perceive transformational leadership practices, as such perceptions are linked to more favorable evaluations of organizational performance. However, this influence tends to operate indirectly and is mediated through Organizational Citizenship Behavior (OCB). Furthermore, individuals with a strong orientation toward serving others and enhancing collective welfare are more likely to exceed formal job requirements, which in turn fosters positive assessments of organizational effectiveness. Based on this reasoning, the following hypothesis is formulated:

H5: Altruism moderates the influence of Transformational Leadership on Organizational Performance

Moderating role of altruism in the relationship between organizational commitment and organizational performance

Manstead [24] and Baron *et al.* [17] describe genuine altruism as an unselfish concern focused on understanding and supporting others. Similarly, Taylor *et al.* [16] define altruism as voluntary assistance provided without expectation of reciprocity or personal gain. Myers [18] further explains altruism as an internal motivation aimed at improving others' well-being without consideration of self-interest. Individuals characterized by altruistic tendencies demonstrate care and willingness to help even in the absence of rewards or anticipated returns. Therefore, the following hypothesis is advanced:

H6: Altruism moderates the relationship between Organizational Commitment and Organizational Performance

Research Methodology

Measurement scales

The measurement indicators applied in this study were adapted from established instruments used in prior research and adjusted to align with the characteristics of the sample. The construct of transformational leadership was measured using indicators developed by Bass [14] and Yukl and Van Fleet [25], consisting of 4 items. Organizational performance was assessed using measures proposed by Mahsun (2006) and John Miner (as cited in Sudarmanto [26]), comprising 6 items. Organizational commitment was measured using the scale developed by Allen and Meyer [27], which includes 3 items, while altruism was evaluated using the Cohen, Sampson, and Watkins scale, also consisting of 3 items.

Data collection and analytical approach

Data were gathered from Child Welfare Institutions across Indonesia that had received A-level accreditation from the Ministry of Social Affairs of the Republic of Indonesia. The total sample consisted of 185 respondents. This study employed a causal research design, which is appropriate for examining cause-and-effect relationships between variables [28]. Inferential statistical techniques were utilized for data analysis, specifically the Structural Equation Model (SEM) approach. SEM estimation was conducted using the Partial Least Squares (PLS) method through SmartPLS version 3.2.9, as illustrated in **Figure 1**.

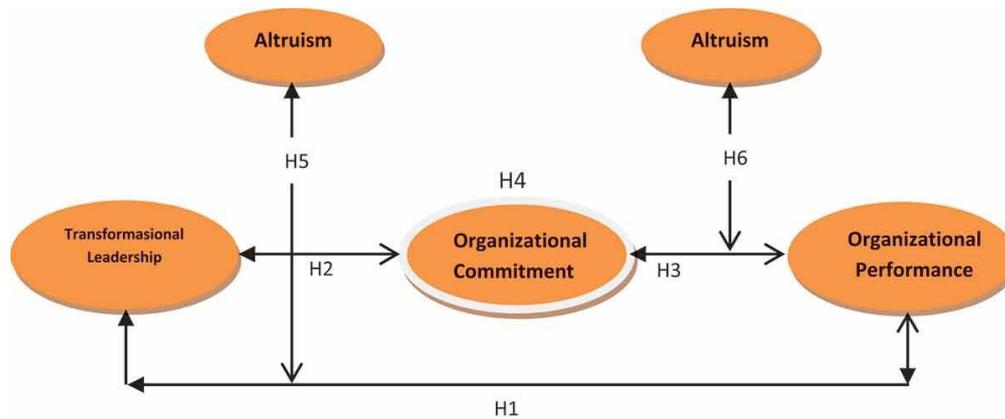


Figure 1. Conceptual framework

Validity and reliability testing

Validity assessment

Convergent validity of the reflective measurement model was evaluated by examining the correlation between indicator scores and construct scores using SEM-PLS. According to Ghazali (2014), an indicator demonstrates adequate validity when its loading factor exceeds 0.70, while values between 0.50 and 0.60 are considered acceptable. The results of the convergent validity analysis are presented in **Table 1**.

Table 1. Summary of validity test results

| Construct | Item Description | AVE | Loading Factor |
|------------------------------------|--|-------|----------------|
| Organizational Commitment | OC1. Emotional Attachment to Organization | 0.641 | 0.796 |
| | OC2. Commitment Due to Costs of Leaving | | 0.715 |
| | OC3. Obligation-Based Commitment | | 0.882 |
| Organizational Performance | OP1. Policy Effectiveness | 0.605 | 0.801 |
| | OP2. Planning and Resource Allocation | | 0.848 |
| | OP3. Service/Product Quality | | 0.632 |
| | OP4. Efficiency and Cost Control | | 0.836 |
| | OP5. Fairness and Equity | | 0.796 |
| | OP6. Transparency and Accountability | | 0.733 |
| Transformational Leadership | TL1. Role Model Influence | 0.602 | 0.759 |
| | TL2. Motivational Inspiration | | 0.813 |
| | TL3. Personalized Attention to Individuals | | 0.703 |
| | TL4. Encouragement of Innovative Thinking | | 0.821 |
| Altruism | ALT1. Empathetic Concern | 0.633 | 0.823 |
| | ALT2. Willingness to Help Others | | 0.810 |
| | ALT3. Voluntary Helping Behavior | | 0.753 |

Based on the findings shown in **Table 1**, all constructs exhibit commonality values greater than 0.5 and Average Variance Extracted (AVE) values exceeding 0.5, indicating that convergent validity requirements have been satisfied. Consequently, all indicators are deemed valid and suitable for further analysis. To strengthen the validity assessment, discriminant validity was subsequently evaluated. The outcomes of this analysis are presented in **Table 2**.

Table 2. Summary of discriminant validity test results

| Construct | Organizational Commitment | Organizational Learning | Organizational Performance | Transformational Leadership | Altruism |
|-----------------------------|---------------------------|-------------------------|----------------------------|-----------------------------|----------|
| Organizational Commitment | 0.801 | | | | |
| Organizational Learning | 0.489 | 0.768 | | | |
| Organizational Performance | 0.519 | 0.719 | 0.777 | | |
| Transformational Leadership | 0.633 | 0.442 | 0.568 | 0.775 | |
| Altruism | | | | | |

The analysis demonstrates that the square root of AVE (\sqrt{AVE}) for each construct is greater than the correlations between that construct and other constructs in the model. This confirms that all variables possess adequate discriminant validity and are empirically distinct from one another.

Reliability testing

Within the PLS framework, construct consistency is evaluated using two main indicators, namely Cronbach’s Alpha and Composite Reliability. As suggested by Hair *et al.* (2010), acceptable reliability is achieved when these values exceed 0.7, although values above 0.6 may still be tolerated. The summary of the reliability assessment is presented in **Table 3**.

Table 3. Summary of reliability test results

| Construct | Cronbach’s α | Composite Reliability |
|-----------------------------|---------------------|-----------------------|
| Altruism | 0.711 | 0.838 |
| Organizational Commitment | 0.732 | 0.842 |
| Organizational Performance | 0.867 | 0.901 |
| Transformational Leadership | 0.780 | 0.857 |

The results shown in **Table 3** indicate that all constructs demonstrate Cronbach’s Alpha and Composite Reliability coefficients greater than 0.7. Therefore, it can be inferred that all measurement items meet the reliability requirements and are appropriate for further statistical examination.

Results of data analysis: testing direct and indirect effects

Following the confirmation of validity and reliability, the dataset was analyzed to evaluate the proposed hypotheses using the Structural Equation Model (SEM) approach. The analysis was conducted with the Partial Least Square (PLS) technique utilizing Smart-PLS version 3.2.8. The structural relationships generated by the model are illustrated in **Figure 2**, while the statistical outcomes of hypothesis testing are summarized in **Table 4**.

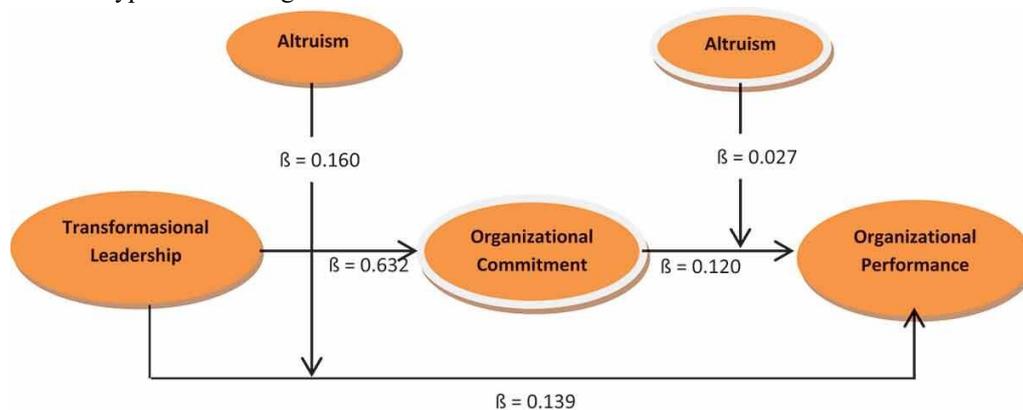


Figure 2. Output of the structural model

Table 4. Results of direct and indirect effect testing

| Path Description | Original Sample (β) | T Statistics | P Values | Remarks |
|------------------|-----------------------------|--------------|----------|---------|
|------------------|-----------------------------|--------------|----------|---------|

| | | | | |
|---|-------|--------|-------|----------------------|
| Transformational Leadership → Organizational Performance | 0.183 | 2.858 | 0.004 | Positive significant |
| Transformational Leadership → Organizational Commitment | 0.632 | 18.286 | 0.000 | Positive significant |
| Organizational Commitment → Organizational Performance | 0.045 | 0.723 | 0.470 | Not significant* |
| Indirect effect: Transformational Leadership → Organizational Commitment → Organizational Performance | 0.076 | 1.854 | - | Not significant |
| Moderating effect: Organizational Commitment × Altruism → Organizational Performance | 0.027 | 0.366 | 0.714 | Not significant* |
| Moderating effect: Transformational Leadership × Altruism → Organizational Performance | 0.160 | 2.291 | 0.022 | Positive significant |

Discussion

The effect of transformational leadership on organizational performance.

Based on hypothesis testing, the estimated beta coefficient is 0.274 with a t-statistic of 4,740. Since the t-value exceeds 1.98 (two-tailed test), the results confirm that transformational leadership has a positive effect on organizational performance. This finding indicates that the application of transformational leadership practices within LKSAs significantly enhances organizational outcomes. Leaders who clearly communicate vision and organizational objectives enable LKSAs to deliver higher-quality services.

The effect of transformational leadership on organizational commitment.

The analysis produced a beta coefficient of 0.633 and a t-value of 18,890. As the t-value is greater than 1.98 (two-sided hypothesis), the results demonstrate that transformational leadership positively influences organizational commitment. Leaders who articulate organizational goals and direction foster stronger attachment and responsibility among employees, supporting institutional improvement.

The effect of organizational commitment on organizational performance.

The statistical results show a beta coefficient of 0.120 with a t-value of 1.873. Because the t-value is lower than 1.98 (two-tailed test), the findings indicate that organizational commitment does not significantly affect organizational performance. Although employees within LKSAs may feel responsible for institutional improvement, performance outcomes remain dependent on how effectively human resources are managed and empowered.

The effect of transformational leadership on organizational performance through organizational commitment. Hypothesis testing reveals that organizational commitment does not function as a full mediator in the relationship between transformational leadership and organizational performance. Referring to the mediation criteria proposed by Baron and Kenny [29], the results indicate the presence of partial mediation, suggesting that transformational leadership affects performance through both direct and indirect pathways.

The moderating role of altruism in the relationship between transformational leadership and organizational performance. The moderation analysis confirms that altruism serves as a pure moderating variable in this relationship. The interaction effect is statistically significant, while altruism does not operate as an independent explanatory variable. Therefore, altruism strengthens or weakens the influence of transformational leadership on organizational performance depending on its level. Altruistic conduct, evaluated in relation to prevailing norms, contributes to the possibility of enhanced organizational outcomes.

The moderating role of altruism in the relationship between organizational commitment and organizational performance. Testing results indicate that altruism does not significantly moderate the relationship between organizational commitment and organizational performance. This type of moderation is categorized as potential (homological) moderation, where the variable is theoretically relevant but statistically insignificant. Altruism neither moderates nor directly explains performance outcomes in this relationship. Nonetheless, strong organizational commitment may still indirectly contribute to improved performance when consistently applied within Indonesian LKSAs.

Conclusion, Implications, and Limitations

Conclusion

Based on the empirical findings and discussion, several conclusions can be drawn:

Non-profit organizations, particularly Child Welfare Institutions under the Ministry of Social Affairs of the Republic of Indonesia, demonstrate distinctive characteristics in which leadership plays a critical role in achieving effective and efficient organizational performance to ensure institutional sustainability. However, although leadership efforts are evident, organizational commitment has not been consistently embedded within institutional structures to foster a strong sense of ownership among members.

Organizational commitment does not successfully mediate the relationship between transformational leadership and organizational performance in Indonesian LKSAs. This suggests that insufficient commitment limits the organization's ability to attain optimal performance, despite leadership initiatives aimed at improvement.

Furthermore, altruism does not moderate the relationship between organizational commitment and organizational performance. These results imply that altruistic tendencies associated with commitment do not directly enhance performance outcomes, even when altruism is positioned as a balancing factor that prioritizes others' welfare without personal gain. Altruistic individuals are expected to care and assist regardless of external rewards or reciprocity. Conversely, altruism significantly moderates the relationship between transformational leadership and organizational performance in Indonesian LKSAs. This indicates that transformational leadership yields greater benefits when accompanied by high levels of altruism. Altruistic actions, assessed against social norms, have strong potential to improve organizational performance.

Implication

This study contributes both theoretically and practically. From a practical standpoint, LKSAs with A accreditation possess adequate facilities and infrastructure to meet national standards. Consequently, leaders must effectively apply leadership competencies and manage organizational activities in alignment with the National Standards for Child Care (SNPA). With proper leadership implementation, LKSAs across Indonesia have the opportunity to achieve A-level accreditation as mandated by the Ministry of Social Affairs. Organizations should not rely solely on outdated development models but instead adopt contemporary organizational commitment strategies, even though leadership challenges remain a critical factor in long-term sustainability.

Limitations

Several limitations were identified in this research. The study sample was restricted to Child Welfare Institutions holding an accreditation, which limits the generalizability of the findings to other institutional categories at the national level. Future studies are encouraged to include other types of institutions operating under the Ministry of Social Affairs of the Republic of Indonesia to broaden the scope and applicability of the results.

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