

Antecedents of Organizational Commitment and Performance of State Civil Servants in the Public Works Office of East Kutai Regency

Maya Haspitarani, Djoko Setyadi, J. Kuleh

*Corresponding Author: Maya Haspitarani
Mulawarman University, Samarinda - Indonesia*

ABSTRACT: *This study involved all employees of the East Kutai Regency Public Works Service. In this study, to see the performance of the employees of the East Kutai Regency Public Works Office. The sample in this study amounted to 125 respondents or employees at the Public Works Office of East Kutai Regency, based on the results of questionnaires that have been distributed, it can be seen that there are 27 questionnaires returned because there are employees who did not fill out the questionnaire, so the number of respondents to be analyzed was 98 respondents. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is carried out by multivariate analysis which is run through the SmartPLS program. The results showed that leadership has a positive and significant influence on organizational commitment, self-efficacy has a positive and significant impact on organizational commitment, job characteristics have a positive and significant impact on organizational commitment, leadership has a positive and significant impact on performance, self-efficacy provides positive and insignificant influence on performance, job characteristics have a positive and insignificant effect on performance. Organizational commitment has a significant positive effect on the performance of the State Civil Service in the Public Works Office of East Kutai Regency. Organizational commitment can be a mediating variable for the influence relationship between leadership, self-efficacy, job characteristics on employee performance with positive and significant mediation.*

KEY WORD: *Leadership, Self-Efficacy, Job Characteristics, Organizational Commitment, Employee Performance*

Date of Submission: 07-05-2021

Date of Acceptance: 21-05-2021

I. INTRODUCTION

Organizations need leaders who are aware of the importance of these behaviors to influence and direct their employees in creating performance-oriented behaviors. A leader must have a leadership style that is able to support and continue to develop employee performance. Robbins & Judge (2008) states that leadership can influence subordinates through creating a sense of trust among subordinates in their leader. Bosses can make their subordinates work harder and want to do more than what they are supposed to do. Bass (2007) reports that leadership can make subordinates more involved and care about their profession, devotes more attention and duration to their profession, as well as less attention to their personal interests. Bosses can make their subordinates want to carry out something beyond their obligations. Yukl (2010) reports that superiors who are formed for their subordinates can improve their abilities through several methods.

Bosses who distribute illustrations to carry out abilities want to motivate their subordinates to carry out abilities. A boss can be an illustration of a person who doesn't change between conversation and action and his subordinates want to be favored by him. The feeling of pleasure and confidence of the subordinates want to increase the bonus efforts of the subordinates to achieve the goals that have been formalized by the institution. The results of the research prove that leadership has a positive effect on the positive attitude of the organization at the place of activity (Tjahjono et al., 2018).

Self-efficacy is needed in employees to increase expertise in carrying out the obligations submitted by the leadership so that the body runs in a maximum manner and the happiness of employee activities will increase. Therefore, the position of self-efficacy is needed so that employees can work well and have the joy of big activities. When an employee has great self-efficacy, the results of the activities submitted will also increase, because they want to devote all their efforts and attention to the atmosphere's insistence in achieving predetermined goals and abilities. The defeat in reaching a certain goal aims to make people try to be more active in reclaiming it and overcoming the obstacles that made them run aground, and they want to decide on a bigger goal (Bandura, 2006).

Job characteristics can also affect organizational commitment and employee performance in addition to leadership and self-efficacy. The job characteristics of employees will have an impact on organizational commitment. The higher the job characteristics of the employee, the stronger the organizational commitment and vice versa. The job characteristics of employees will have an impact on employee performance. Employees who have low engagement will work without a sense of responsibility and the resulting work is often unsatisfactory. This is due to the fact that employees do not pay attention to the success of the body, as a result the employees act disregarding the vision, goals and objectives of the agency. One of the things that can affect job performance or employee ability is the organizational commitment that the employee has. The incidents that often arise at this time are the lack of attainment of institutional effectiveness due to the lack of income for professional handling targets, and a large level of truancy, bringing an address to the low level of agency commitment held by employees. Employees with high organizational commitment have a ratio of actions compared to those with small commitments.

Large organizational commitment creates performance activities, low levels of truancy, and low levels of employee activity target income. Employees who are highly committed want to have the ability for big activities. Organizational commitment urges employees to maintain their profession and to prove proper results, on the other hand, low employee commitment has negative consequences. Each agency will face difficulties if the commitment of employees is small. Employees with little commitment do not want to share the best with the body and by not achieving the profession in the maximum manner. Not only that, employees with little organizational commitment can create a stiff atmosphere and result in clashes.

II. LITERATURE REVIEW

Leadership towards Organizational Commitment

Bosses who are efficient in practicing a special style of leadership must first master who the subordinates are under their guidance, understand the strengths and weaknesses of their subordinates, and understand how to use the power of their subordinates to compensate for their weaknesses. In public as well as private bodies make important comparisons of the effects of leadership on employee happiness and commitment that in public bodies are less important than in private bodies. This is aided by the fact that because of their reward regulations, revocation, determination, upgrading of nurseries, as well as standards and level escalation methods, public bodies are less efficient than private bodies in protecting superior competence, not only that, private bodies are more competitive in the employee market for attracting existing bosses to be more competitive. Research conducted by Rego et al. (2016), Ahmad et al. (2015), Farahani et al. (2011), Wulani et al. (2019), Osman & Bahari (2014), Keskes (2014), Celik et al. (2015) stated that leadership has a significant effect on organizational commitment.

H1: Leadership has a positive effect on organizational commitment

Self-efficacy on Organizational Commitment

Organizational commitment is an intellectual contract between employees and institutions. Intellectual contract which is interpreted here is an undocumented contract that defines what the institution wants with employees and also the reverse. If an employee runs aground on an intellectual contract so that he wants to create dysfunctional clashes that want to undermine organizational commitment and these employees will have the effect of clashing positions within the body if the results expected by the institution through handling obligations to the body cannot be handled properly. This clash of positions has a very close bond with employee self-efficacy because this self-efficacy ensures how the body feels, assumes, motivates itself and how to behave. Self-efficacy as the religion of employees in their ability to carry out something in the form of supervision of the functioning of employees and events in their work area. Continue to be great for one's self-efficacy so that it continues to be persistent with the efforts that are tried, there are many convincing researches that self-efficacy and improving one's psychosocial and quality, after that good self-efficacy has a large participation in people, this includes: how do people formulate goals for themselves, people pursue goals, that person can experience defeat, so you could say that self-efficacy affects how an employee assumes, feels, motivates himself and plays a role which in conclusion wants to produce organizational commitment. Research conducted by Syarif & Herlina (2019), Zhu (2018), Chung (2019), Gati et al. (2018), Demir (2018), Saremi & Rezeghi (2015), Lee & Kim (2019), Almutairi (2020) state that self-efficacy has a significant effect on organizational commitment.

H2: Self-efficacy has a positive effect on organizational commitment

Job Characteristics to Organizational Commitment

The professional character possessed by employees will result in organizational commitment. Continue to be a great character of the employee profession so that organizational commitment will continue to be strong

and its vice versa. Research conducted by Nurtjahjono et al. (2020), Putri & Matono (2015), Lewicka et al. (2018), Baiquni & Lizar (2019) state that job characteristics have a significant effect on organizational commitment.

H3: Job characteristics have a positive effect on organizational commitment

Leadership on Employee Performance

Bass (2007) describes leadership as a superior who has the power to influence specifically. Leadership includes developing closer ties between superiors and subordinates, not just an activity contract but based more on belief and commitment. In principle, leadership motivates subordinates to do better than what is commonly tried, in other words, it can increase the belief or religion of the subordinates who want to influence the increase in ability. The boss has a big responsibility to produce the conditions that trigger the body to achieve the set goals. Leadership becomes a mirror of one's expertise in influencing people or groups, and is flexible in the approach methods used to improve abilities. In order to achieve the goals of the body, employees are obliged to give up their personal goals or at least have some goals to achieve important goals of the body. In the condition of the body, the disposition of faculty is determined by the body itself. Employees are a significant part of an agency's goal income, and leadership styles can have a bearing on employees' abilities. A good boss controls the meaning of employees in achieving body goals, and motivates employees to achieve goals. In order to have an efficient body, employees in the agency must be motivated to give themselves to the body, not only that employees must be stimulated, as a result they can be more efficient. So that an efficient body requires efficient leadership. Research conducted by Hurduzeu (2015), Saleem et al. (2020), Manzoor et al. (2019), Shafique et al. (2018), Arif & Akram (2018), Garcia & Russo (2019), Jing & Avery (2016), Wang & Guan (2018) stated that leadership has a significant effect on performance.

H4: Leadership has a positive effect on performance

Self-efficacy on Employee Performance

Self-efficacy is a belief that arises because of having confidence in the expertise it has in carrying out something in its profession. trust relates to the pressure that employees have to be more confident and have confidence in their own expertise. Self-efficacy is very much needed in employees, by increasing expertise in carrying out the obligations submitted so that the institution runs in a maximum manner and the ability of employees to increase. Self-efficacy is needed to make employees work well and have great abilities. Research conducted by Mustafa et al. (2019), Kappagoda (2018), Kostagiolas et al. (2019), Fahmi et al. (2019), Ingusci et al. (2019), Cherian & Jacob (2013), Ballen et al. (2017), Nuutila et al. (2020) stated that self-efficacy has a significant effect on performance.

H5: Self-efficacy has a positive effect on performance

Job Characteristics on Employee Performance

The professional character possessed by employees will have an impact on the employees' abilities. Employees who have little interest in going to work without having a sense of responsibility and the profession that is obtained are often not a relief. This matter is caused when employees do not have a sense of concern for the success of the body, as a result the employees act disregarding the vision, goals and objectives of the institution. Research conducted by Sulin & Yanuar (2019), Nurtjahjono et al. (2020), Hanafi (2016) states that job characteristics have a significant effect on performance.

H6: Job characteristics have a positive effect on performance

Organizational Commitment to Employee Performance

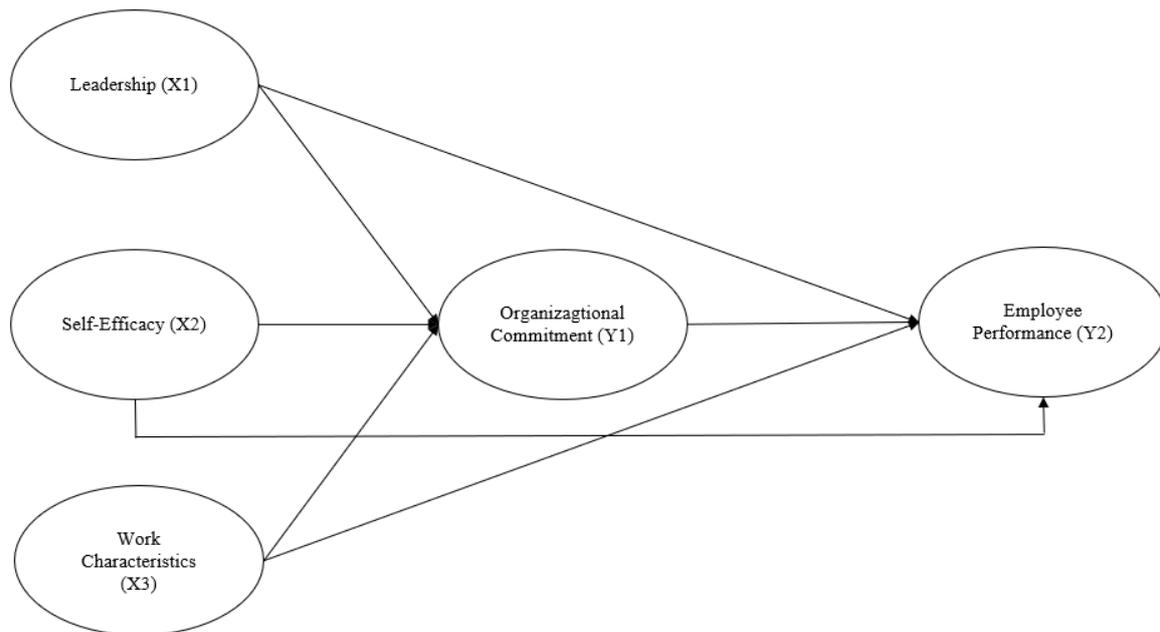
One of the things that can affect job performance or employee ability is the organizational commitment that the employee has. The incidents that often arise at this time are the lack of attainment of institutional effectiveness due to the lack of income for professional handling targets, and a large level of truancy, bringing an address to the low level of agency commitment held by employees. Employees with high organizational commitment have a ratio of actions compared to those with small commitments. Large organizational commitment creates performance activities, low levels of truancy, and low levels of employee activity target income. Employees who are highly committed want to have the ability for big activities. Organizational commitment urges employees to maintain their profession and to prove proper results, on the other hand, low employee commitment has negative consequences. Each agency will face difficulties if the commitment of employees is small. Employees with little commitment do not want to share the best with the body and by not

achieving the profession in the maximum manner. Not only that, employees with little organizational commitment can create a stiff atmosphere and result in clashes. Research conducted by Suharto et al. (2019), Karem et al. (2019), Maswani et al. (2019), Rahim & Jaman (2018), Tjahjono et al. (2019), Palupi & Tjahjono (2016), Hutagalung (2020), state that organizational commitment has a significant effect on performance and has the opposite effect with dysfunctional aspects on performance.

H7: Organizational commitment has a positive effect on performance

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2021

III. RESEARCH METHODOLOGY

The type of statistic used in this research is quantitative information, it is information in the form of values or information on the results of questionnaire scoring. There is also a source of information used in this research which is the main information. Basic information is information that is obtained directly from the subject being monitored and for related research needs. Main information is obtained by sharing the problem (questionnaire). The population in this research is all employees at the Public Works Office of East Kutai Regency, amounting to 125 employees. The illustration procedure for boredom is a method of determining the illustration when the entire population body is used as an illustration, as a result, the illustration in this research is 125 respondents or employees, based on the results of a questionnaire that has been distributed so that it can be recognized if there are 27 questionnaires returned because there are employees who did not load the questionnaire, as a result the number of respondents who wanted to be analyzed was 98 respondents. In this research, information analysis uses the partial least square (PLS) approach. Partial least square analysis (PLS) is a multivariate statistical method that performs comparisons between multiple limited variables and multiple independent variables. PLS is a version of the SEM statistical procedure designed to solve multiple regressions when special cases exist in information, such as small research illustration dimensions, missing values and multicollinearity.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be

used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	\sqrt{AVE}	Cross Loading
Leadership • Effective ability (X _{1,2}) • Participatory leadership (X _{1,3})	0,931 0,794	0,855	0,865	Yes
Self-Efficacy • Employees believe they can motivate themselves to take the necessary actions (X _{2,2}) • Employees believe that they are capable of trying hard (X _{2,3}) • Employees believe that they are able to withstand individual obstacles and difficulties (X _{2,4}) • Employees are confident that they can complete the task (X _{2,5})	0,529 0,505 0,815 0,785	0,760	0,674	Yes
Work Characteristics • Skills diversity (X _{3,1}) • Significance of the task (X _{3,3}) • Autonomy (X _{3,4}) • Feedback (X _{3,5})	0,782 0,773 0,839 0,542	0,823	0,743	Yes
Organizational Commitment • Feelings of pleasure for employees of agencies (Y _{1,1}) • Employees feel it is valuable to work in an agency (Y _{1,2}) • Employees feel loss if they leave work (Y _{1,3}) • Employees do not accept offers to work in other agencies (Y _{1,4}) • Employees feel responsible for their work (Y _{1,5}) • Employees care about the progress of the agency (Y _{1,6})	0,640 0,538 0,623 0,841 0,885 0,824	0,873	0,737	Yes
Employee performance • Amount, is the amount that must be completed or achieved by calculating the output of the method or implementation of activities (Y _{2,1}) • Quality is the quality obtained (whether good or not), how good the finish is. This is related to the form of the output (Y _{2,2}) • Accuracy of duration, is whether or not it matches the planned duration (Y _{2,3})	0,817 0,888 0,900	0,902	0,869	Yes

Source: Calculated using SmartPLS, 2021

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Leadership shares a positive effect on organizational commitment with a number of 0.18, it can also be recognized that leadership shares an important effect on organizational commitment because it has a t-statistic (2,737> 1.96) and p-values (0.006 <0, 05), the results of this research are in line with the

- assumption that reports that leadership has a positive and important influence on organizational commitment.
2. Self-efficacy shares positive effects on organizational commitment with a number of 0.185, it can also be recognized that Self-efficacy shares important consequences for organizational commitment because it has t-statistics (2, 527 > 1.96) and p-values (0.012 < 0.05), the results of this research are in line with the assumption that reporting self-efficacy has a positive and important effect on organizational commitment.
 3. The character of work shares a positive effect on organizational commitment with a number of 0.613, it can also be recognized that the character of the profession shares an important effect on organizational commitment because it has t-statistics (9, 701 > 1.96) and p-values (0, 000 < 0.05), the results of this research are in line with the assumption that reports on the character of the profession have a positive and important influence on organizational commitment.
 4. Leadership shares a positive effect on employee abilities with a number of 0, 301, it can also be recognized that leadership shares an important effect on employees' abilities because it has t-statistics (3.753 > 1.96) and p-values (0.000 < 0.05) As a result, the results of this research are in line with the assumption that reports that leadership has a positive and important influence on the ability of employees.
 5. Self-efficacy shares positive effects on employees 'abilities with a number of 0, 010, it can also be recognized that Self-efficacy shares insignificant effects on employees' abilities because it has t-statistics (0.125 < 1.96) and p-values (0.901). > 0, 05), as a result the results of this research are not in line with the assumption that reporting self-efficacy has a positive and important effect on the ability of employees.
 6. Professional character shares a positive effect on employees 'abilities with a number of 0.14, it can also be recognized that professional character shares insignificant effects on employees' abilities because it has t-statistics (1, 910 < 1.96) and p-values (0.057 > 0 , 05), as a result the results of this research are not in line with the assumption that reports on professional character have a positive and important influence on the ability of employees
 7. Organizational commitment shares a positive effect on employees 'abilities with a number of 0, 525, it can also be recognized that organizational commitment shares an important effect on employees' abilities because it has t-statistics (7,411 > 1.96) and p-values (0, 000 < 0, 05), as a result the results of this research are in line with the assumption that reporting organizational commitment has a positive and important influence on the ability of employees. Office Employees, this can be proven by the t statistical value (1.96 > 1.455) and p values (0.05 < 0.146)

Table 2. Bootstrapping Results

Path Coefficients				
Variable	Original Sample	t Statistics	p Values	5% Significance Level
Leadership → organizational commitment	0,158	2,737	0,006	Significant
Self-efficacy → organizational commitment	0,185	2,527	0,012	Significant
Job characteristics → organizational commitment	0,613	9,701	0,000	Significant
Leadership → performance	0,301	3,753	0,000	Significant
Self-efficacy → performance	0,010	0,125	0,901	Not Significant
Job characteristics → performance	0,154	1,910	0,057	Not Significant
organizational commitment → performance	0,525	7,411	0,000	Significant

Source: Calculated using SmartPLS, 2021

V. DISCUSSION

Leadership has a positive influence on organizational commitment, it can also be seen that leadership has a significant influence on organizational commitment, so that the results of this study are in line with the hypothesis which states that leadership has a positive and significant effect on organizational commitment. Research conducted by Rego et al. (2016), Ahmad et al. (2015), Farahani et al. (2011), Wulani et al. (2019), Osman & Bahari (2014), Keskes (2014), Celik et al. (2015) stated that leadership has a significant effect on organizational commitment, in contrast to research conducted by Palta (2019), Gulluce et al. (2016), Abdullah et al. (2015) stated that leadership had no significant effect on organizational commitment.

Self-efficacy has a positive effect on organizational commitment, it can also be seen that self-efficacy has a significant effect on organizational commitment, so the results of this study are in line with the hypothesis which states that self-efficacy has a positive and significant effect on organizational commitment. Research conducted by Syarif & Herlina (2019), Zhu (2018), Chung (2019), Kusumaninggati et al. (2018), Demir (2018), Saremi & Rezeghi (2015), Lee & Kim (2019), Almutairi (2020) state that self-efficacy has a significant effect on organizational commitment, in contrast to research conducted by Agu (2015), Basnet & Regmi (2019) states that self-efficacy has no significant effect on organizational commitment.

Job characteristics have a positive influence on organizational commitment, it can also be seen that job characteristics have a significant effect on organizational commitment, so that the results of this study are in line

with the hypothesis which states that job characteristics have a positive and significant effect on organizational commitment. Research conducted by Nurtjahjono et al. (2020), Putri & Matono (2015), Putra et al. (2018), Lewicka et al. (2018), Baiquni & Lizar (2018) state that job characteristics have a significant effect on organizational commitment, in contrast to research conducted by Yoon et al. (2018) stated that job characteristics had no significant effect on organizational commitment. The job characteristics of employees will have an impact on organizational commitment. The higher the job characteristics of the employee, the stronger the organizational commitment and vice versa.

Leadership has a positive influence on employee performance, it can also be seen that leadership has a significant influence on employee performance, so the results of this study are in line with the hypothesis which states that leadership has a positive and significant effect on employee performance. Research conducted by Hurduzeu (2015), Saleem et al. (2020), Manzoor et al. (2019), Shafique et al. (2018), Arif & Akram (2018), Garcia & Russo (2019), Jing & Avery (2016), Wang & Guan (2018) stated that leadership has a significant effect on performance, in contrast to research conducted by Eliyana & Muzakki (2019).), Tentama et al. (2019) stated that leadership has no significant effect on performance.

Self-efficacy has a positive effect on employee performance, it can also be seen that self-efficacy has an insignificant effect on employee performance, so the results of this study are not in line with the hypothesis which states that self-efficacy has a positive and significant effect on employee performance. Research conducted by Mustafa et al. (2019), Kappagoda (2018), Kostagiolas et al. (2019), Fahmi et al. (2019), Ingusci et al. (2019), Cherian & Jacob (2013), Ballen et al. (2017), Nuutila et al. (2020), Lisbona et al. (2018) stated that self-efficacy has a significant effect on performance, in contrast to the research conducted by Mangi et al. (2019) stated that self-efficacy had no significant effect on performance.

Job characteristics have a positive influence on employee performance, it can also be seen that job characteristics have no significant effect on employee performance, so the results of this study are not in line with the hypothesis which states that job characteristics have a positive and significant effect on employee performance. Research conducted by Sulin & Yanuar (2019), Lumbanraja & Nizma (2010), Nurtjahjono et al. (2020), Hanafi (2016) states that job characteristics have a significant effect on performance, in contrast to research conducted by Asnawi (2018), Riyadi (2019) states that job characteristics have no significant effect on performance.

Organizational commitment has a positive effect on employee performance, it can also be seen that organizational commitment has a significant effect on employee performance, so that the results of this study are in line with the hypothesis that organizational commitment has a positive and significant effect on employee performance. Research conducted by Suharto et al. (2019), Karem et al. (2019), Maswani et al. (2019), Lin & Shiqian (2018), Rahim & Jaman (2018), Ramli (2017), Sugiono et al. (2019), Ke & Deng (2018), Hutagalung (2020), Rose et al. (2009) stated that organizational commitment has a significant effect on performance, in contrast to research conducted by Harwiki (2016), Eliyana & Muzakki (2019) which states that organizational commitment has no significant effect on employee performance.

VI. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Based on the results of the analysis and discussion, it can be concluded as follows: 1) Leadership has a positive and significant effect on organizational commitment. 2) Self-efficacy has a positive and significant effect on organizational commitment. 3) Job characteristics have a positive and significant effect on organizational commitment. 4) Leadership has a positive and significant effect on performance. 5) Self-efficacy has no significant positive effect on performance. 6) Job characteristics have no significant positive effect on performance. 7) Organizational commitment has a significant positive effect on performance.

From the research results it is known that the leadership variable has a significant effect on organizational commitment and performance, this indicates that the leadership should continue to maintain the leadership's ability to carry out their duties that have been running effectively, this makes employees directly follow the leadership in their work which causes employees to feel Responsible for their work because they have a good example, this has direct implications for employee performance so that employees are able to carry out their duties and responsibilities on time as planned.

Self-efficacy has a significant effect on organizational commitment and has no significant effect on employee performance, this indicates that the ability of employees to face obstacles and difficulties in carrying out their duties greatly impacts on increasing employee responsibility for their duties but is unable to provide a significant increase in accuracy. time in carrying out their duties, so a comprehensive evaluation of the problems faced by time management problems felt by employees is needed, especially during the current pandemic, time management will work well if employees are given measurable work targets without dispensation or concessions of various kinds reason.

Job characteristics are able to increase organizational commitment but do not have a significant impact on performance, this is due to employee autonomy in the form of employee freedom to make decisions in work

and to be responsible for planning and implementation of work and the results or impacts of the work being done have not been able to make changes on the timeliness of employees in completing their tasks, they should solve these problems by completing the work with a measured time estimate and include realistic targets so that employees are able to focus on completing work.

Based on observations of researchers in the field, there is still a lack of tolerance to remind each other of each work done by the leadership to employees or fellow employees as the responsibility of employees this is due to the ongoing pandemic so that some employees take turns working from home, so that the leadership experiences The difficulty of making observations makes work that is not completed in accordance with the provisions, therefore supervision is needed by the leadership by delegating supervisory tasks to those who are able to supervise so that employee performance increases followed by an increase in organizational commitment given by the agency to employees.

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Maya Haspitarani, et. al. “Antecedents of Organizational Commitment and Performance of State Civil Servants in the Public Works Office of East Kutai Regency.” *International Journal of Business and Management Invention (IJBMI)*, vol. 10(05), 2021, pp. 27-35. Journal DOI- 10.35629/8028