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ACCOUNTING, BUSINESS and MANAGEMENT

<b>Do Sin Firms Commit Accounting Sins?</b> Hanni Liu and Crystal Xu	1-18
<b>Redefining Strategic Management: The Alignment and Implementation Perspective</b> Sonia Taneja, Yasemin Atinc, and Mildred Pryor	19-26
<b>Can the WEKA Data Mining Tool be Used in Developing an Economic Growth Model?</b> Zahid B. Zamir	27-36
<b>The Influence of Commitment, Quality of Work, and Organizational Culture to Employee's Achievement (Case Study in the Film Sensor Secretariat of the Ministry of Education and Culture)</b> Beti Nurbaiti and Abu Chanifah	37-47
<b>The Escalating Competition Faced by Netflix</b> Jin Sun Ahn, Jung Hoon Kim, Youngbin Kim, and Jaeseong Lim	48-58
<b>Risk Return Analysis of FTSE Listed Select Stocks with FTSE100 Index</b> Arindam Banerjee	59-69
<b>Financial Accounting as a Structuring Governance Mechanism: The Case of the St. Anselm Foundry, 1910-1995</b> Patrice Gélinas and Lisa Baillargeon	70-85
<b>Improving Quality of Information: Does Integrated Reporting matter? Evidence from Sri Lankan Listed Companies</b> Saman Bandara and Nayomi Wijesinghe	86-109
<b>Ownership Structure, Capital Structure, and the Audit Committees' Effectiveness: Evidence from Jordan</b> Jamel Jamal Abu Braik and Ali A. Al-Thuneibat	110-132
<b>The Effect of Executive Characteristics and Financial Constraints on Tax Avoidance: Manufacturing Listed Companies in Indonesia</b> Shifa Nabila and Nurul Aisyah Rachmawati	133-144
<b>Using a Blended versus Online Course Design for Teaching Intermediate Accounting - an Empirical Study of the Teaching/Learning Environments</b> Richard Lillie and Xiang Liu	145-168

# The Influence of Commitment, Quality of Work, and Organizational Culture to Employee's Achievement (Case Study in the Film Sensor Secretariat of the Ministry of Education and Culture)

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## Abstract

This research was conducted with the aim to study and analyze the commitment, quality of work, and organizational culture of employee job performance at the secretariat of the Film Censorship Institution of the ministry of education and culture. The population in this study were all employees of the Film Censorship Institution secretariat and the sample used was 121 saturated newspaper reports. In conducting this research, the authors used a quantitative method using structural equation modeling (SEM) with the help of Lisrel 8.8 software and annova. There is a significant difference and there is a positive difference between the variable work quality with work performance (t-value > 1.96) and there is a significant difference but there is no difference between organizational culture and work performance variables (t-value  $\leq$  1.96).

**Keywords:** commitment, organizational culture, work quality, work achievement.

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## I. INTRODUCTION

Lembaga Sensor Film/LSF (Film Censorship Institution) as a non-structural state institution that has the task and function of carrying out censorship services on films and film advertisements in Indonesia, as mandated in articles 57 and 58 of law number 33 year 2009 concerning film with the support of the LSF secretariat (Ppid.lsf.go.id, 2009). This secretariat is listed in article 2 of the minister of education and culture regulation number 39 of 2015 concerning the organization and work procedure of the secretariat of the Film Censorship Institution, tasked with carrying out technical and administrative services for the implementation of film censorship and film advertisements (Kementerian Pendidikan & Kebudayaan, 2015). LSF has a very important participating role in actualizing national development goals, namely to create a society of high character and culture to strengthen the resilience of the nation. This is not easy to realize and requires hard work. But by advancing the shared ideals in accordance with the vision of the institution, namely the establishment of an independent, resilient, and professional Film Censor Institution in protecting the public from the negative influence of film and encouraging the development of a national film that is competitive in accordance with superior national cultural values, this mandate is one indicator of the success of an institution's performance.

To create good organizational performance in providing services to the community, HR at the Secretariat of the Film Censorship Institution must have basic values, which is a good commitment. Commitment is a basic value that must be owned

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by every employee in carrying out daily work according to their respective fields, and is an ongoing process of agency/company employees expressing their attention to the success and goodness of the company. A strong organizational culture will provide employees with clear understandings of how to solve problems around them, as well as providing stability to the organization. Culture in organizations will be determined by the conditions of teamwork, leadership, and organizational characteristics and administrative processes that apply. Culture will shape the attitudes and work behavior of every employee, even can be included in daily behaviors and activities. With the close relationship between human resources and organizational culture, as creatures, humans have the provision of life that is mind or reason, and culture which is a manifestation of human creativity, taste, and intention. In addition to being influenced by culture, the achievement of organizational performance is also influenced by the quality of work of employees who have an impact on work performance comprehensively. This also becomes a dominant factor for the success of an organization or institution in carrying out its activities (Kementerian Pendidikan & Kebudayaan, 2020). Therefore, organizational performance is also much influenced by the ability and quality of work of each employee to be measured at any given time to determine the level of organizational success. In other words, employees who have good work quality supported by good work activities and skills will create high work performance. Based on the previous description, the researcher is interested in conducting research at LSF to see the effect of organizational commitment, work quality, and organizational work culture on work performance.

## **II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

According to Mangkunegara (2011), work performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given, with the most effective time, according to expectations and maximum use of resources.

According to Isgiyarta et al. (2019) that there are 6 aspects which are key achievements for work performance measurement, namely: 1) work results, both in quantity and quality that have been produced based on the monitoring carried out; 2) job knowledge, level of knowledge related to work assignments; 3) initiatives, especially in terms of handling problems that arise; 4) mental dexterity, level of ability and speed in receiving work instructions adaptively; 5) attitude, level of morale and positive attitude in carrying out work duties; and 6) discipline of time and absenteeism, namely the level of punctuality and the level of attendance.

### **2.1. Employee Commitment**

According to Bennett and Hylton (2019) states that employee commitment is an attempt to define and involve themselves in the company and there is no desire to leave it. According to Kotzé (2020) commitment can be interpreted generally as an attitude that shows employee loyalty and is an ongoing process of how a company employee expresses their attention to the success and goodness of the company.

Some of the expert opinions above can be synthesized that employee commitment is an adjustment of personal characteristics and organizational goals that can be accepted by individuals who are then willing to work hard to achieve organizational goals Caballero and Guhao (2020).

The above statement is strengthened by the statement made by Ramawickrama et al. (2019), which suggests four factors that influence employee commitment, including: 1) Personal factors, such as age, sex, level of education, work experience, and personality.

- 2) Job characteristics, for example, the scope of position, challenges in work, role conflict, the level of difficulty in work.
- 3) Structure characteristics, for example, the size of the organization, the form of the organization, the presence of labor unions, and the level of control exercised by the organization of employees.
- 4) Work experience, of an employee is very influential on the level of employee commitment to the organization. Employees who have only been working for several years and employees who have worked in organizations for decades have different levels of commitment.

## **2.2. Work Quality**

According to Muskat and Reitsamer (2020) The quality of work is the quality of each individual where individuals are able to develop themselves both in terms of education, training, organizational experience, previous projects, and even changes in employment so that the expectations of each company can be fulfilled. Quality of work is one's ability to manage relationships and the role of labor in order to effectively and efficiently regulate labor relations and roles to actualize the goals of the company, employees, and the community and also its functions which consist of planning, organizing, maintaining, disciplining and dismissal Pio and Tampi (2018).

Hermawati et al. (2019) from the opinions of the experts above, it can be concluded that the quality of work is to mobilize all the abilities, knowledge, skills, and creativity of employees in providing services both information and administrative services that meet all aspects of criteria desired by stakeholders that are carried out effectively and efficiently Pandey and Tripathi (2018).

According to Bhatt (2018) the quality of human resources in the government apparatus can be seen through the following factors:

- 1) Dimensions of the level of knowledge possessed in carrying out the task, the indicators are the last formal education and work experience possessed.
- 2) Dimensions of attitude in carrying out the task, the indicators are honesty in carrying out the task and discipline in carrying out the task.
- 3) Dimensions of skills in the implementation of tasks, the indicators are equality of courses, training, and upgrading.

## **2.3. Organizational Culture**

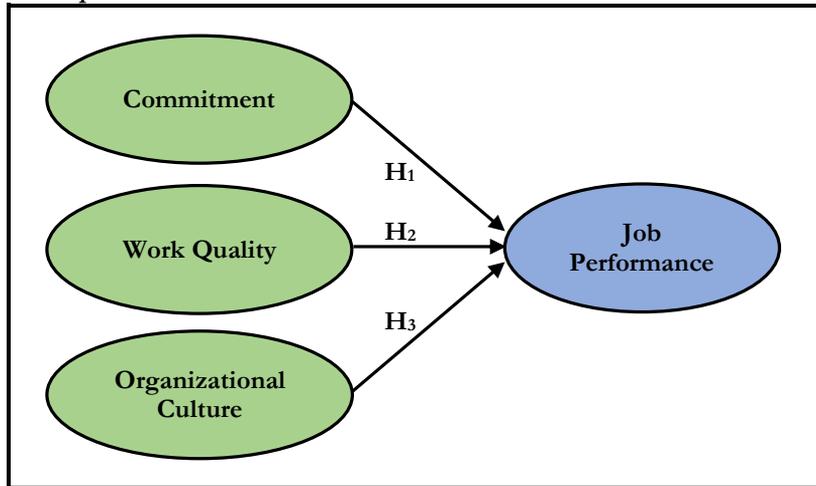
Corporate culture or organizational culture or also known as work culture are the dominant values that are disseminated within the organization and referred to as employee work philosophy Camelia et al. (2015). According to Bhatt (2020) define organizational culture as values that guide human resources to deal with external problems and efforts to adjust integration into the organization so that each member of the organization must understand the values that exist and how they should act or behave Zahed-babelan et al. (2019). Indicators of organizational culture according to Siagian (2010), namely: 1) professionalism, 2) distance from management, 3) trust with colleagues, 4) orderliness, 5) hostility, and 6) integration.

Based on the opinions of the experts above, it can be synthesized that organizational culture is basically the values and norms that apply in the organization. Kiani et al. (2018), as an organization consisting of many people who work to support the activities of the organization as a whole, the organizational culture is manifested in the form of work culture Wells et al. (2019). The research model is prepared that contains 3 (three) exogenous latent variables (analogous to the independent variable), namely 1) commitment, 2) work quality and 3) organizational culture, as well as 1 (one)

endogenous latent variable (analogous to the dependent variable), namely job performance as follows Figure 1:

**Figure 1**

**Conceptual Model**



**Hypothesis 1:** there is a significant influence between the variable commitment and job performance.

**Hypothesis 2:** there is a significant influence between the work quality and job performance.

**Hypothesis 2:** there is a significant influence between the variables of organizational culture and work performance.

### III. RESEARCH METHODOLOGY

Retrieval of data in the form of primary data, using a questionnaire as a research instrument, from April to May 2020. Furthermore, data processing, data analysis, and writing of research results were conducted. The sampling technique in this study uses the saturated sampling method (all taken from a number of populations) of 121 people, where the respondents are employees with the following categories: (1) certain functional employees and general; (2) has worked for more than 1 year; and (3) has a position decree. The questionnaire contains questions that represent indicators of each research variable, using 4 Likert scales, namely: (1) strongly agree (score 4); (2) agree (score 3); (3) disagree (score 2), and (4) strongly disagree (score 1).

Data is processed using Lisrel software because it contains simultaneous structural equations (Wijanto, 2008). SEM aims to test the relationships between variables that exist in a model (Ardiansyah, 2019). Structural equation modeling can be described as an analysis that combines a factor analysis approach, structural model, and path analysis. This study uses the confirmatory factor analysis technique on SEM which is used to confirm the most dominant factors in a group of variables. To get the best model, through CFA selection of valid latent variable indicators with standardized loading factor (SLF)  $\geq 0.50$  is selected (Dewi., Hidayah & Nurbaiti, 2019).

**Table 1**  
**Details of the 9 Goodness of Fit Index (GOFI) Indicators**

GOFI Indicator	Description of the GOFI Indicator	Standard Values for Good match
<b>RMSEA</b>	Root Mean Square Error of Approximation	≤ 0.08
<b>NFI</b>	Normed Fit Index	≥ 0.90
<b>NNFI</b>	Non-Normed Fit Index	≥ 0.90
<b>CFI</b>	Comparative Fit Index	≥ 0.90
<b>IFI</b>	Incremental Fix Index	≥ 0.90
<b>RFI</b>	Relative Fit Index	≥ 0.90
<b>Std. RMR</b>	Standardized Root Mean Square Residual	≤ 0.05
<b>GFI</b>	Goodness of Fit Index	≥ 0.90
<b>AGFI</b>	Adjusted Goodness of Fit Index	≥ 0.90

Source: Wijanto (2008).

A variable has good validity to the construct or latent variable if the value of standardized loading factor (SLF) ≥ 0.50 (Hidayah & Nurbaiti, 2019). A good construct reliability is if the value of construct reliability (CR) ≥ 0.70 and variant extract (VE) ≥ 0.50. The formula used is as follows:

$$CR = \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \text{Error}} \dots\dots\dots 1$$

$$VE = \frac{(\sum \text{Standardized Loading})^2}{N} \dots\dots\dots 2$$

Where: N is the number of observed variables.

According to (Hidayah & Nurbaiti, 2019) fit/structural model with a significance level of 0.05, the t value of the structural equation must be ≥ 1.96. The hypothesis is accepted if the absolute value of t (t-value) ≥ 1.96, and the coefficient of t value (either positive or negative) matches the relationship between the variables listed in the research hypothesis.

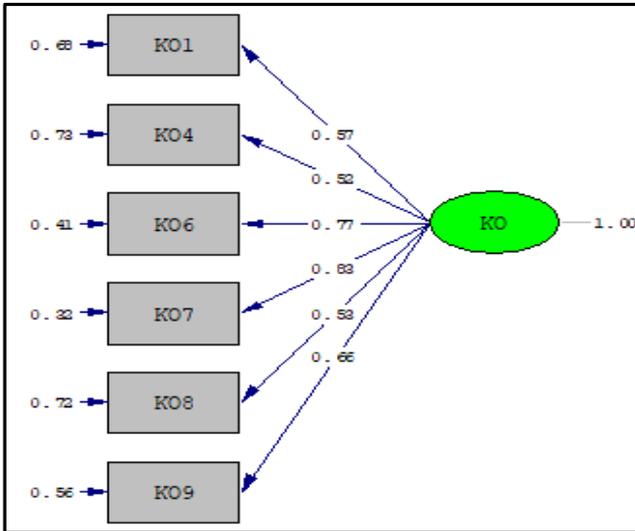
**IV. RESULTS AND DISCUSSIONS**

The results of data processing from the model fit test, the validity and reliability test have good indicators. The validity test aims to measure what the researcher wants to measure through observable variables/indicators/items of research questions. Good validity test results show that an instrument is able to measure what the researcher wants to measure. While for reliability tests aimed at measuring the reliability of an instrument, it is called reliable/reliable if the instrument produces a consistent output even though it is used many times in different places for the same variable. The output image can be seen in the section below:

**4.1. Commitment Latent Variable (KO)**

Based on the results of the latent variable measurement model KO, six variables were observed to be KO 1, KO 4, KO 6, KO 7, KO 8, and KO 9 valid with an SLF value of ≥ 0.50. The observed variable KO 7 has the highest SLF value of 0.83 which shows that the leader always gives the opportunity to work well. The second highest SLF score is indicated by KO 6, which states that employees are satisfied and fit for their current positions and occupations. The third highest SLF value is KO 9 with a value of 0.66, where employees have a sense of earnestness to solve all existing work challenges.

**Figure 2**  
**Path Diagram Test Model KO Latent Variable Measurement**

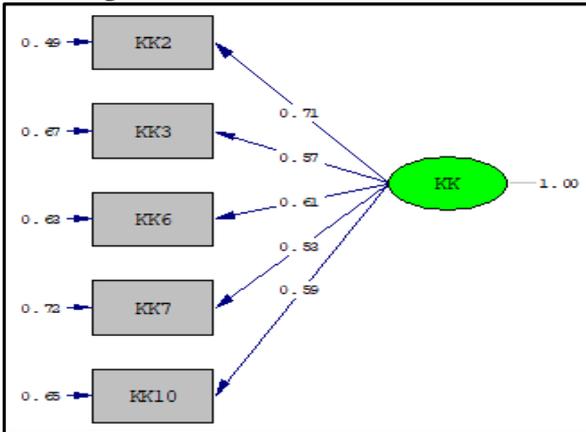


Notes: chi-square= 6.51, df= 9, p-value= 0.68763 and RMSEA= 0.000.

**4.2. Latent Variable of Work Quality (KK)**

The highest SLF value represented by variables is observed KK 2 with SLF 0.71, where employees never take issue with salary, most importantly the work can be completed properly. In order represented by KK 6 with an SLF value of 0.61, which states that the leadership always gives direction and coaching on the work that employees do. In third place, the perception of respondents was represented by KK 10 with an SLF number of 0.59. The observed variable states that as one of the considerations of employee promotion is to have a training certificate.

**Figure 3**  
**Path Diagram Test Model KK Latent Variable Measurement**



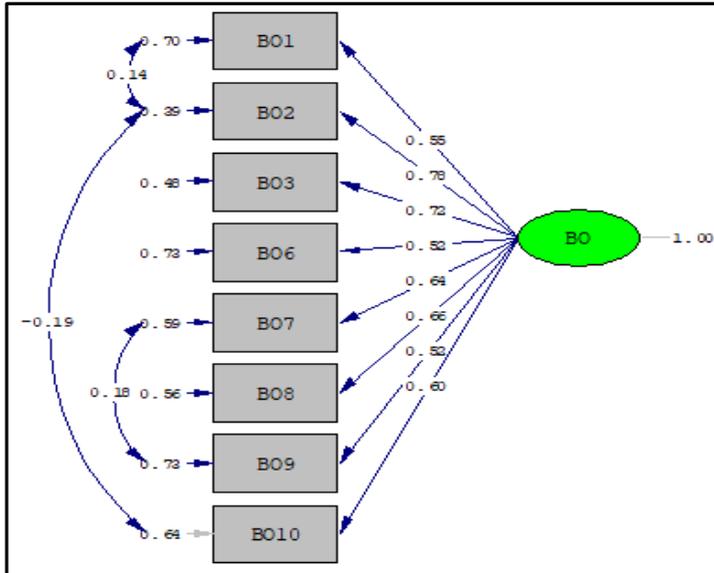
Notes: chi-square= 3.65, df= 5, p-value= 0.60019 and RMSEA= 0.000.

**4.3. Organizational Culture Latent Variable (BO)**

Latent variables of organizational culture, have validly observed variables quite a lot (can be seen in the figure below) three variables are observed with the highest SLF value, namely BO 2, which represents the respondent’s perception that employees always give their best for the achievement of organizational goals. The second highest observed

variable with an SLF value of 0.72 is represented by BO 3 which states that employees are happy to discuss work with colleagues and leaders. In the third order, the variable observed BO 8 which has an SLF value of 0.66 shows that there is a harmonious relationship between employees.

**Figure 4**  
**Test Diagram Path Model Measurement of Latent Variables BO**

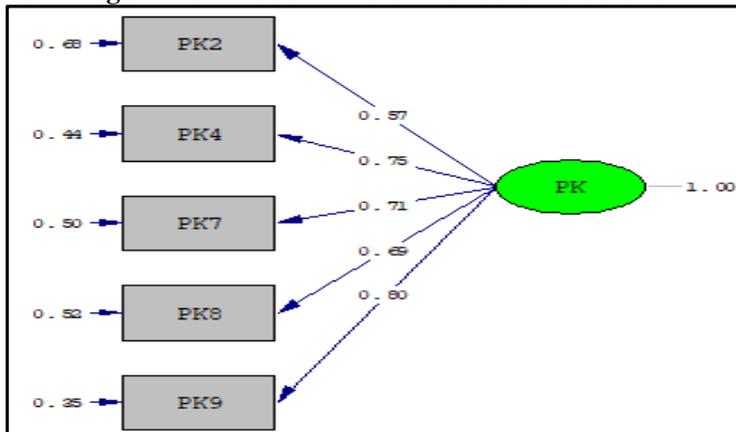


Notes: chi-square= 10.31, df= 18, p-value= 0.92138 and RMSEA= 0.000.

**4.4. Job Performance Latent Variable (PK)**

For latent variable PK, it has an observed variable with the three highest SLF values, namely, PK 9 with a score of 0.80; PK 4 with a score of 0.75; and PK 7 with a score of 0.71. Observed variable PK 9, states that employees complete the work in accordance with the target time given. For the observed variable PK 4, it shows that the amount of work completed is always in accordance with what was ordered by the leader. Furthermore, the variables observed by PK 7 indicate that employees already feel that their current job is in line with expectations.

**Figure 5**  
**Path Diagram Test Model PK Latent Variable Measurement**



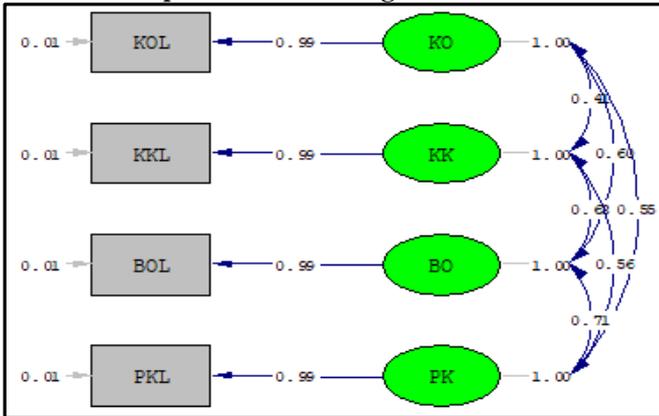
Notes: chi-square= 5.67, df= 5, p-value= 0.33968 and RMSEA= 0.033.

**4.5. Confirmatory Factor Analysis Test (CFA)**

The CFA test stage aims to see the extent to which all latent variables are valid in the study and can be used for the next stage in the structural model test.

**Figure 6**

**CFA Test Output Lisrel Path Diagram**



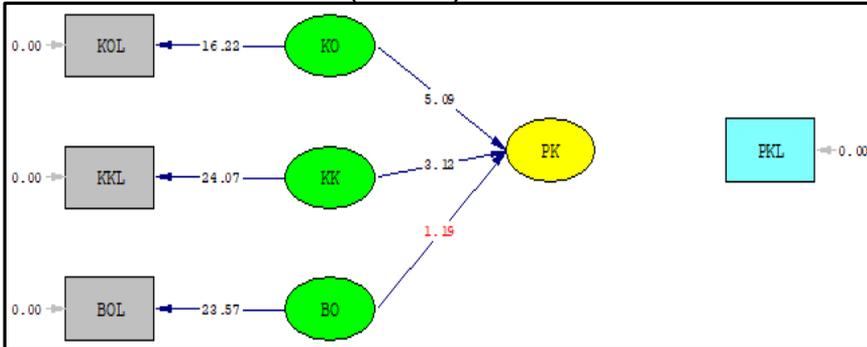
Notes: chi-square= 0.00, df= 0, p-value= 1.00000, and RMSEA= 0.000

**4.6. Structural Model Test/Research Hypothesis Test**

The results of the structural model test of the study were conducted to test the pre-defined hypotheses. The summary of the test results can be seen in Table 2.

**Figure 7**

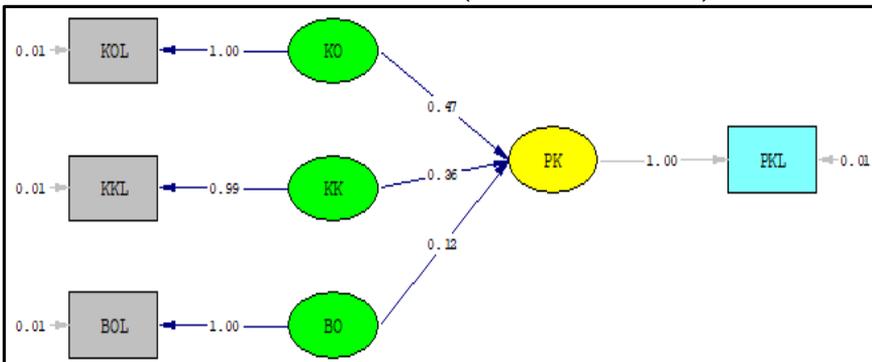
**Structural Model Test Results (T-Value)**



Notes: chi-square= 0.00, df= 0, p-value= 1.00000, and RMSEA= 0.000

**Figure 8**

**Research Structural Model Test Results (Standard Coefficient)**



Notes: chi-square= 0.00, df= 0, p-value= 1.00000, and RMSEA= 0.000

**Table 2**  
**Results of Structural Model Tests / Research Hypothesis Tests**

Information	Relationship between Variables	T-Value Calculated	Standard Coefficient	Conclusion Hypothesis Test
<b>Hypothesis 1</b>	There is a significant relationship between the latent variable commitment (KO) and job performance (PK)	5.09	0.47	Hypothesis 1 was accepted because $t > 1.96$ , and positively correlated between KO and PK variables
<b>Hypothesis 2</b>	There is a significant relationship between the latent variables of work quality (KK) and job performance (PK)	3.12	0.36	Hypothesis 2 was accepted because the value of $t > 1.96$ , and positively correlated between the KK and PK variables
<b>Hypothesis 3</b>	There is a significant relationship between the latent variables of organizational culture (BO) and work achievement (PK)	1.19	0.12	Hypothesis 3 was rejected because the value of $t < 1.96$ , so there was no correlation between the BO and PK variables

## V. CONCLUSION

Hypothesis test results indicate that the better/higher application of commitment will improve employee achievement. The results of this study support the results of research conducted by Bennett and Hylton (2019) which states that commitment influences performance and supports the results of research conducted by Pio and Tampi (2018) which states that commitment affects work performance accepted, so it can be concluded that the stronger the commitment, the better the achievement of employee work. Other research findings show that the better (higher) quality of work, the better the work performance of employees. The results of this study support the results of research conducted by Pio and Tampi (2018) which states that job satisfaction influences performance and supports the results of research conducted by Hermawati et al. (2019) which states that ability influences work performance received, so that it can be concluded that the better the quality of work, the better the work performance of employees. There is something interesting about this research, that is there is no direct effect between the organizational culture variables on work performance at the film censorship institution secretariat. From the results of the assessment, the authors analyze that there is no positive influence between the two latent variables. The better (higher) organizational culture does not significantly or directly correlate will improve work performance for the better.

The improvement of quality of work performance can be improved by increasing the commitment of workers, whereas improving the quality of work becomes a necessity because the characteristics of work in the form of direct services to the community must prioritize quality. Organizational culture has not been a dominant factor or determines work performance, but it is a part that encourages work performance. For this reason, it is necessary to build a culture that supports work performance at LSF with effective and productive leadership and policies.

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