

The influence of individual characteristics and leadership styles on the commitment and performance of State Civil Apparatus

Nurbaya ^{a,1,*}, Aryana Satrya ^{b,2}, Mestika Sekarwinahyu ^{a,3}

^a Universitas Terbuka, Mataram, Indonesia

^b Universitas Indonesia, Jakarta, Indonesia

¹ nurbaya@gmail.com*; ² aryana@ui.ac.id; ³ tika@ecampus.ut.ac.id

* Korespondensi Penulis

ARTICLE INFO

Article history

Received December 12, 2022

Revised December 14, 2022

Accepted December 15, 2022

Available Online December 16, 2022

Keywords

Individual Characteristics

Leadership Style

Organizational Commitment

Employee Performance

ABSTRACT

This research is concerned with the effect of individual characteristics and leadership style towards the commitment and performance of Civil Servants in the regional apparatus organizations under the coordination of government assistants and the welfare of the Regional Secretary of Sumbawa Regency. The respondents of this study were 216 Civil Servants in regional apparatus organizations under the coordination of the Assistant Government and People's Welfare Regional Secretariat of Sumbawa Regency. This research is quantitative research design. To collect the data of this study, the researcher used questionnaires that conducted by online method and processed and analyzed by used Structural Equation Modeling (SEM) by the help of Jamovi software. The results showed that the individual characteristics have a positive and significant effect on the Civil Service Employee's performance. However, the individual characteristics have a positive and significant effect towards their commitment. The leadership style does not have a positive and significant effect on the civil servants' performance but, the leadership style has a positive and significant effect on their commitment, also the organizational commitment has a positive and significant effect towards the performance the Civil Servants in regional apparatus organizations under the coordination of the Assistant Government and People's Welfare Regional Secretariat of Sumbawa Regency.

This is an open access article under the [CC-BY-SA](#) license.



1. Introduction

Government agencies or organizations have their own regulations that have been determined to be implemented by all employees in ministries/institutions, provinces, and regencies/cities. Sumbawa Regency is one part of the regency local government which is included in the administrative area of the West Nusa Tenggara Province and houses several agencies. The district government is led by the Regional Government, namely the Regent and Deputy Regent as elements of the regional government organizers who lead the implementation of government affairs which are the authority of the autonomous region. In terms of being an element of regional government administration, the Regent and Deputy Regent are assisted by the Regional Secretary who is the leadership element and the Assistant Regional Secretary who is the assistant leadership element in the regional secretariat. The Government and People's Welfare Committee is one of the 3 (three) elements of the assistant leadership (Regional Secretary) which has functions, among others, coordinating the implementation of programs and implementation activities in the fields of population administration and civil registration, national and political unity, peace and public order as well as community protection, social, transmigration, labor, health, population control and family planning, women's empowerment and child protection, community and village empowerment, tourism, youth and sports, education, culture, as well as organizing activities in the Government Section, People's Welfare Section and Law Section.

One of the benchmarks for ASN performance in regional apparatus organizations under the coordination of government assistants and people's welfare of the regional secretary of Sumbawa Regency in providing services to external stakeholders is the Community Satisfaction Index (IKM) for service performance. IKM is measured annually through surveys related to state budget disbursement services, consulting services, and infrastructure services. Based on the IKM, the performance of regional apparatus organization services under the coordination of government assistants and people's welfare of the regional secretary of Sumbawa Regency during 2019-2021 shows a decrease in satisfaction in 2020 of 9.92%. It is estimated that the cause includes the implementation of the new Working from Home policy, where 2020 is the first year of the implementation of Working from Home which causes all services to the community to be less than optimal.

Information obtained from the IKM of the performance of regional apparatus organization services under the coordination of government assistants and people's welfare of the regional secretary of Sumbawa Regency during 2019-2021 shows that overall asn performance in regional apparatus organizations under the coordination of government assistants and people's welfare of the regional secretary of Sumbawa Regency has been good but experienced a downward trend in 2020. Organizations are faced with the challenge of continuing to make improvements to improve the quality of public services as in previous years. As a result of the rapid development of technology, people can meet all their needs quickly, this also has an impact on changes in people's expectations of higher standards of meeting public services. So that with the improvement of public services provided, it is hoped that special impacts include improving the quality of services to the community and then can improve the overall performance of the organization.

The achievement index is one of the tools that can be used to represent organizational performance, and in practice organizational performance comes from the performance of individuals in the organization. Everyone has duties and responsibilities aimed at achieving the objectives of implementing functions in the organization, and individuals in the organization are required to have a commitment so that the functions of the organization run as expected towards the achievement of the planned goals. If there is a decrease in service performance as in 2020, it is necessary to mitigate the factors that cause the decline, both external and internal factors of the organization, to then evaluate, improve, and improve.

According to Lok and Crawford (2004) to obtain preliminary information related to employee perceptions of the organization, a tool designed by Robert in 1980 can be used, namely the Organizational Diagnosis Questionnaire (ODQ), which includes 7 aspects of assessment. The survey itself was conducted on 50 employees in regional apparatus organizations under the coordination of government assistants and people's welfare of the regional secretary of Sumbawa Regency online using Google Form. The relationship aspect has a percentage of 38.4%, helpful mechanism of 36.0%,

leadership of 29.2%, purpose of 31.2%, attitude toward change of 37.6%, structure of 43.6%, and reward of 22.0%.

The lack of employee performance in an organization is a problem that needs to be followed up to be improved. Upgrading will require an important role from the leader of the agency/organization. Leaders have a very important role in upholding an institution or organization. Leadership is not only defined as influencing someone to achieve goals but also a process of motivating employee behavior to improve the group and work discipline of company employees.

Employee performance is an action in the form of achieving the work of employees compared to the targets set by the organization and is also the main building in an organization (Rego & Cunha, 2008). In addition, Nasution & Rosanti (2020) stated that employee performance is a description of the level of employee achievement in the implementation of a program of activities or policies to realize the goals, objectives, vision, and mission of the organization as outlined in the organization's strategic plan. Based on the above understanding of performance, it can be concluded that performance is a comparison of work results achieved by employees with predetermined standards in an organization. Performance also means the results that have been achieved by employees in the form of quantity and quality in a company in accordance with the duties and responsibilities assigned to them. In this case, the performance of an employee is determined by the achievements or work results of several targets of an organization.

Leaders need three leadership traits to be able to lead many people and have different mindsets, including transformational leadership, transactional leadership, and autocratic leadership. Like the phenomenon that occurs in the organization of the regional apparatus of Sumbawa Regency to create an orderly and disciplined atmosphere in the employee's work environment can not only be done by appointing others to optimally transform organizational resources (transformational leadership) and also cannot be done by simply approaching, giving encouragement and rewarding in return (transactional leadership). But it must also be with absolute or absolute leadership and the threat of punishment (autocratic leadership) so that every employee has fear and can obey what the leader commands and says.

Leadership style is a typical way for leaders to think and work by using their authority to influence members of the organization to work towards organizational achievement (Maria, 2018). The indicators of leadership style include goal setting, decision making, communication, interaction, motivation, and supervision. Meanwhile, according to Buil, Martinez & Matute (2019) leadership style is a typical way for leaders to motivate and encourage subordinates to develop and achieve higher performance. Transformational leadership style is the most influential leadership theory in the last two decades (Avolio et al, 2004; Judge & Piccolo, 2004).

The results of observations made on regional apparatus organizations under the coordination of the regional government secretariat of Sumbawa Regency showed that the leadership style that a leader has in managing the organization is not appropriate. Leaders are still perceived to lack a direct approach so that it seems rigid and there is a gap between employees and leaders, lack of motivation of their employees, the placement of employees who are not in accordance with their capacity and competence, the suboptimal function of flexible working space in terms of implementation, lack of communication with employees and less successful in moving employees to work optimally. For example, if the employee experiences difficulties and obstacles in carrying out his duties, the leader does not want to go down directly to give encouragement and direction to his subordinates. Leaders in these organizations tend to let those employees be able to overcome and solve the problems they face alone.

One of the efforts to achieve organizational goals is the participation of all members of the organization which is manifested in a form called organizational commitment. Organizational commitment is an important aspect of an organization's life, including individuals who are involved in the organization and contribute to the organization. In some studies, it is stated that an employee who has a high level of organizational commitment, there is a tendency for the employee to be satisfied with the work as well as to the organization being located.

Organizational commitment is a condition where an employee takes sides with the organization and its goals and intends to maintain his membership in the organization (Robbins & Timoty, 2017). Kreitner (2011) explains that an organization's organizational commitment reflects how an individual

identifies himself or herself with the organization and is tied to its goals. In addition, organizational commitment is the desire of members of the organization to maintain their membership in the organization and be willing to strive for the achievement of organizational goals (Mowday, 1979).

One of the consequences of the lack of organizational commitment of employees to an organization or company is the occurrence of strikes, work problems, attendance rates, and turnover. Strikes, work problems, absenteeism rates, and employee turnover are problems that are often faced by organizations or companies, which in the end leads to a decrease in work productivity or a bottleneck in the existing system. In addition, the occurrence of a decrease in performance or stalling of the existing system is also caused by the lack of managerial ability of a leader in managing the organization.

One of the consequences of the lack of organizational commitment of employees to an organization or company is the occurrence of strikes, work problems, attendance rates, and turnover. Strikes, work problems, absenteeism rates, and employee turnover are problems that are often faced by organizations or companies, which in the end leads to a decrease in work productivity or a bottleneck in the existing system. In addition, the occurrence of a decrease in performance or stalling of the existing system is also caused by the lack of managerial ability of a leader in managing the organization.

Individual characteristics make a particular difference in the success of employees providing services to users (Kim et al 2007; Karatepe, 2015). In addition, Grobelna (2018) posits that individual characteristics constitute the overall attitudes and abilities that exist in individuals. It is concluded that individual characteristics constitute the overall attitudes, interests, and abilities that individuals have are different from others. Individual characteristics include positive affectivity and polychronicity. Individuals with a high level of positive emotions (high in positive affectivity) will experience great satisfaction, good self-control, and rarely negative moods (Medler-Liraz, 2014). Whereas polychronicity is defined as the tendency of individuals in a culture to be attached to two or more tasks or activities simultaneously and individuals to feel happy with many activities. Individual characteristics like this will be able to produce good performance and have a good impact on the organization.

Based on these problems, researchers are interested in researching what kind of influence individual characteristics and leadership styles have on asn commitment and performance by taking a case study on the Regional Apparatus Organization under the Coordination of the Sumbawa Regency Regional Government Secretariat.

2. Method

2.1. Types of Research

This study aims to test the relationship between variables contained in the model, so this study uses a non-experimental quantitative approach by processing primary data sourced from survey results.

2.2. Data Sources and Research Objects

The population in this study was all ASNs who worked on Regional Apparatus under the coordination of Government Assistant and People's Welfare of the Regional Secretary of Sumbawa Regency. The number of samples in this study was 216 respondents.

2.3. Research Variables

2.3.1 Independent Variables

This variable has another term, namely the exogenous variable, which is a variable that will be measured in relation to its effect on the dependent variable, either directly or indirectly. In this study, what belongs to the category of independent variables is leadership style and individual characteristics. The questionnaire of leadership style and individual characteristics successively consists of 7 and 6 items of statements.

2.3.2 Dependent Variables

Dependent variables or endogenous variables are variables whose every change depends on or is influenced by independent variables. Meanwhile, in this study, what is included in the dependent

variable is employee performance. The employee performance questionnaire consists of 4 items of statements.

2.3.3 Mediator Variables

This variable is a variable that has the function of mediating the relationship between independent variables and dependent variables. The mediator variable included in this study is organizational commitment. The organizational commitment questionnaire consists of 15 items of statements.

2.4. Data Collection Techniques

The research instrument is in the form of a questionnaire that is distributed to respondents through online surveys using Google Form tools. In line with the results of the questionnaire pre-test, all statements contained in the questionnaire were declared to have met the aspects of validity and reliability, because they obtained Kaiser-Meyer Olkin (KMO) and Component Matrix Value values above 0.5 and Cronbach Alpha values above 0.7.

3. Results and Discussion

3.1. Result

Before analyzing the main test data, an instrument trial is first carried out to determine the validity and reliability of the instrument. The result of instrument validity is obtained that all instruments are declared valid because the KMO value is above 0.5. And all instruments are declared reliable because the value of the Cronbach Alpha is more than 0.70. It was concluded that all instruments could be used to collect data on this study. Next, the research data are analyzed to determine the fit of the model. The results of the analysis stated that the data fit the model after modification. Modification is done by aborting/removing questionnaire items whose loading factor values are low. The model fit results are shown in Figure 1.

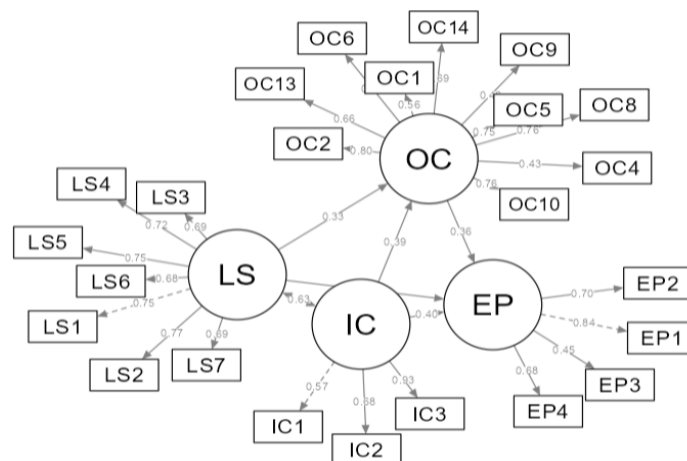
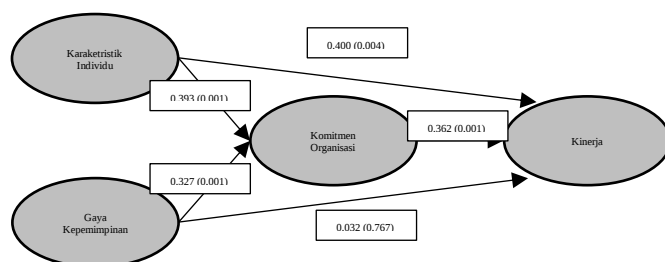


Fig. 1. Structural models after modification

After obtaining a fit structural model, an analysis is then carried out to see the influence between variables. The model fit results are shown in Figure 2.



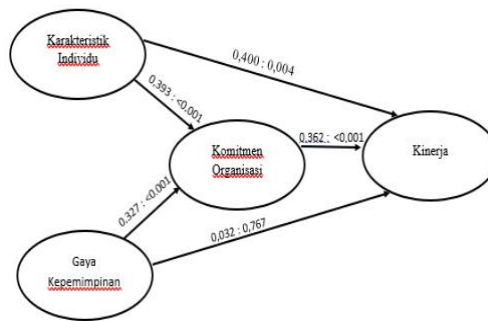


Fig. 2. Data Processing Results

Based on the results of the study in figure 3, it is concluded that there is a positive and significant influence of individual characteristics on organizational commitment with a p-value of <0.001 in line with previous research conducted by Grobelna (2019), and Karatepe & Aga (2015); there was a positive and significant influence of individual characteristics on employee performance with a p-value of 0.004 in line with previous research conducted by Abreu et al (2013), Emiyanti et al (2020), and Bartholomew et al (2016); leadership style has a positive and significant effect on organizational commitment with a p-value of <0.001, this is in line with the results of research conducted by Ribeiro, Yücel & Gomes (2018); however, leadership style does not have a positive and significant effect on employee performance because the p-value >0.05 is supported by research conducted by Vipraprastha, Sudja & Yuesti (2018); and organizational commitment has a positive and significant effect on performance with p-value <0.001, supported by research results from Ribeiro, Yücel, & Gomes (2018). This is based on the condition that the hypothesis is accepted if the p-value is <0.05, while the hypothesis is rejected if the p-value is >0.05.

These results show that the performance (EP) of ASN in Regional Apparatus under the Coordination of the Sumbawa Regency Regional Government Secretariat can be influenced by individual characteristics (IC) and organizational commitment (OC). In addition, individual characteristics (IC) and leadership style (LS) play a role in fostering the organizational commitment (OC) of ASNs in the Regional Apparatus under the Coordination of the Sumbawa Regency Regional Government Secretariat. Individual characteristics (IC) and leadership style (LS) are important things that must be possessed by ASNs so that all ASNs have a high commitment to the organization, to be able to provide optimal performance to the organization.

3.2. Discussion

Based on the results of the analysis in figure 3, a p-value of 0.004 was obtained to meet the criteria of < 0.05, so that this initial hypothesis can be declared accepted because the initial hypothesis has a positive significant influence, this means that the higher the Individual Characteristics, the more employee performance will also increase, this is in line with previous research conducted by Grobelna (2019), Ramdhani & Sridadi (2020), and Karatepe et al (2012). This shows that the stronger the characteristics of an employee, the more optimal the performance will be. Employees who have good individual characteristics tend to be tied to two or more tasks or activities simultaneously and individuals are happy with many activities (Bluedorn et al 1999). In addition, the sense of pleasure in the individual makes the level of positive emotions higher so that the individual experiences great satisfaction with his task ((Medler-Liraz, 2014). Individual characteristics like this will be able to produce good performance and have a good impact on the organization. So, it is concluded that individual characteristics can affect employee performance. Employees who can live an interesting and principled life that life is a pleasant adventure will automatically be able to carry out their work well, because it is considered a pleasant thing.

The results of the analysis in figure 3 show that the p-value <0.001 has met the criteria of <0.05, so that this initial hypothesis can be declared accepted because the initial hypothesis has a positive significant influence, this means that the higher the variable Individual Characteristics, the higher the employee's commitment to the organization will also be higher, this is in line with and supports previous research conducted by Abreu et al (2013), Emiyanti et al (2020), and Bartholomew et al (2016). Individual characteristics that can affect a person's work productivity in a company (Pike & Robbins, 2016). Individual characteristics are defined as conditions or peculiarities that individuals /

personally have that are displayed in daily life (doing work). This condition or peculiarity is an individual's tool in carrying out his main activities as an employee and further affects the commitment of employees to the organization.

Abreu et al (2013), Emiyanti et al (2020), and Bartholomew et al (2016) suggest that an employee who has a high level of organizational commitment, there is a tendency for the employee to be satisfied with the work as well as to the organization being located. Organizational commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values that exist within the company as well as determination from within to serve the company. The emotional bond will be formed if the employee has good individual characteristics, including the way the employee carries out his health while working. When employees carry out their duties pleasantly, the work will be completed properly, so that organizational goals or plans can be achieved properly. It can be concluded that the better the individual characteristics of an employee, the better the commitment to the organization.

The focus of this research is on transformational leadership styles. The results showed that transformational leadership has no positive and significant effect on employee performance. This means that employee performance will not improve with transformational leadership applied. However, performance is likely to improve if organizational leaders adopt other leadership styles. This is in line with the results of research conducted by Vipraprastha, Sudja & Yuesti (2018).

To improve employee performance, transformational leadership styles should be prioritized by leaders because based on the results of research that transformational special leadership styles do not have an effect or in other words have a negative impact on employee performance. Referring to respondents' perceptions of transformational leadership, leaders should always pay more attention to the careers of their employees, encouraging employees to work in accordance with the vision and mission of the agency.

Furthermore, the results of the analysis also obtained a p-value of <0.001 that has met the criteria of <0.05 , so that this initial hypothesis can be declared accepted because the initial hypothesis has a positive significant influence, this means that the higher the Leadership Style variable, the Organizational Commitment will also increase, this is in line with and supports previous research conducted by Dunn, Dastoor, & Sims (2012), Ribeiro, Yücel & Gomes (2018), and Joo, Yoon & Jeung (2012).

Leadership is always related to the ability to influence the behavior of employees in a group towards achieving goals, so leadership is always concerned with overcoming change. Leadership is specifically reflected through leadership style. Through the leadership style that a leader has, he will transfer some values such as group emphasis, support for employees, tolerance for risks, wage criteria and so on.

Transformational leadership style can provide encouragement, motivation, and appreciation to employees to be able to work optimally. In addition, leaders who give full confidence to employees to work either individually or in teams will be able to provide a sense of comfort at work and employees can develop themselves. Good leadership will be able to increase employee commitment to the organization so that organizational goals can be achieved optimally. Transformational leadership has a significant and positive impact on organizational commitment, transformational leadership causes employees to feel that the organization supports, values, and cares for employees and leads to attachment among members of the organization thereby increasing employee commitment to the organization. In line with Ribeiro's statement, Yücel & Gomes (2018) states that transformational leaders adopt behaviors that motivate employees to perform and identify organizational goals and interests, causing employees to feel committed to the organization so that organizational goals are optimally achieved.

The results of the analysis obtained p-value <0.001 have met the criteria of <0.05 , so that this initial hypothesis can be declared accepted because the initial hypothesis has a positive significant influence, this means that the higher the Organizational Commitment variable, the Employee Performance will also increase, this is in line with and supports previous research conducted by Ribeiro, Yücel, & Gomes (2018), Febrina, & Syamsir (2020), and Sawitri, Suswati, & Huda, (2016). Organizational commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values that exist within the company as well as determination from

within to serve the organization. One of the things that organizations must do is develop dynamic characteristics and empower the competitive advantage of their organizations to survive or compete with a changing environment, therefore the organization focuses on the exploitation of human resources, especially on the performance of employees or employees as a source of strategic advantage.

Employees who identify themselves with the organization assess the congruence between the values and goals of the organization and their personal values and goals. As a result, employees will be willing to contribute something to the achievement of organizational goals because then indirectly their personal needs or goals will be met as well. Employee trust in the organization can be grown by formulating the needs and expectations of employees into organizational goals so that employees willingly try to achieve the goals of the organization (Kuntjoro, 2002). Job engagement relates to how much people identify and truly care about the work they do. Commitment refers to how much people identify the organization.

When employees have a high commitment to the organization where they work, employees will do their job optimally. Work done to the maximum gives optimal results. Optimal results are a benchmark that employees can work well or in other words, the employee's performance is at a good level. Maximum results make the organization able to achieve its goals optimally. It is concluded that a high commitment to the organization will improve employee performance.

Individual characteristics are perceived to positively affect the performance of employees by ASN in 12 Regional Apparatuses under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency. In addition, individual characteristics also contribute the most influence on employee performance. This is seen through the highest item indicator where I usually find ways to make my day fun. As reported in the respondent's answer "this organization/office is my second home", the proof was carried out, among others, by upgrading ourselves regarding the work they were engaged in and discussing with colleagues so that the days at work were more enjoyable. Employees who can find ways to make their days enjoyable during work mean that the employee has a good emotional level or can be said to be able to manage emotions well.

When employees have a good emotional level, their emotional bond with their work and place of work will be good. Because in a work atmosphere no matter how difficult the employee is, it can turn his emotions into fun. The emotional bond will be formed if the employee has good individual characteristics, including the way the employee carries out his health while working. When employees carry out their duties pleasantly, the work will be completed properly, so that organizational goals or plans can be achieved properly, and employee performance will be maximized. It can be concluded that the better the individual characteristics of an employee, the better the commitment and work will be.

Furthermore, when an employee feels that he has a direct supervisor who is able to communicate the vision of the organization clearly and is able to treat employees as individuals, support and encourage the development of employees, and is supported by a sense and spirit of being ready to sacrifice for the good of society, and will be even more optimal if supported by the organization and people around him who are able to provide positive inspiration, then this will further optimize employee performance.

Quoting the statements of several respondents, "I dream of a superior who has mastery of the duties and functions of each part of the organization, is able to communicate and pay good attention to subordinates", then ASN in 12 Regional Apparatus under the coordination of Assistant to Government and People's Welfare of the Regional Secretary of Sumbawa Regency will be able to carry out their duties and responsibilities if they have a superior who communicates the vision of the organization or goals organization clearly and able to treat employees as individuals, support and encourage employee development. The high contribution of indicators that illustrate the foregoing, requires superiors to be able to communicate the vision or goals of the organization so that employees can work optimally so that the vision or goals of the organization are achieved.

In addition, with superiors treating employees as this, it is important that superiors are aware that everyone's abilities are different, and each individual has different characteristics. Superiors support and encourage employee development by conducting webinars or other activities that can spur and improve employee abilities and skills, especially related to technological developments that require

work to be done based on IT. As is the case during the Covid-19 pandemic, which demands more work to be done online and IT-based. With the amount of encouragement and support and facilitation from superiors, it will be able to improve the abilities and skills of employees so that it will have an impact on commitment to the organization.

The suggestion of implications is that the leadership style has not been able to improve the performance of ASN in 12 Regional Devices under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency. To improve employee performance, transformational leadership styles should be prioritized by leaders because based on the results of research that transformational special leadership styles do not have an effect or in other words have a negative impact on employee performance. Referring to respondents' perceptions of transformational leadership, leaders should always pay more attention to the career development of their employees, encouraging employees to work in accordance with the vision and mission of the agency.

Furthermore, it is related to the organization's commitment, that this organization is an implementing element of mandatory government affairs related to basic services in the fields of education, health, population, and civil registration. This means that being part of the Regional Apparatus under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency is a matter of pride because it is given great responsibility in helping the basic services of the community. Proudly, the employee in this service said, "with my placement in such a large and important service, it makes me feel like a big and important person which of course is a motivation to work with the best achievements".

In addition, the statement "The slightest thing in this service, always prioritizes togetherness and the spirit of mutual cooperation so as to make this environment so healthy and motivate me to dedicate myself as optimally as possible". This statement makes "I made it clear to my friends that my organization is a great organization for workplaces" the highest point. That said, because my organization really prioritizes the system of cooperation between superiors and employees, the high level of appreciation for employee achievements makes me feel proud to be part of this organization.

Although the appreciation is not always in the form of giving bonuses, even small awards can spur oneself to grow and create a sense of fun while working. The existence of a pleasant feeling when working makes such a hard job can be completed properly. Superiors who treat employees as individuals where the superior values, respects and supports every difference in the employee. As well as the presence of superiors who encourage and support the development of employees by conducting webinars and facilitating various other activities to improve the abilities and skills of employees. In addition, the existence of clear communication regarding the vision or goals of the organization will foster a sense of community in the organization. So that employees with superiors have the same vision or goals. That way, the organization's commitment is achieved well, so that employee performance will be optimal.

4. Conclusion

Based on the results of the study, it can be concluded that (1) individual characteristics have a positive and significant effect on the performance of ASN in Regional Apparatus under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency; (2) individual characteristics have a positive and significant effect on ASN's commitment to the Regional Apparatus under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency; (3) The leadership style does not have a positive and significant effect on the performance of asn in the regional apparatus under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency; (4) leadership style has a positive and significant effect on the commitment of the Regional Apparatus ASN under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency; and (5) organizational commitment has a positive and significant effect on the performance of ASN in the Regional Apparatus under the coordination of the Assistant for Government and People's Welfare of the Regional Secretary of Sumbawa Regency.

Research on the influence of individual characteristics and leadership styles on the commitment and performance of ASN in Regional Apparatus under the Coordination of Government Assistant and People's Welfare of the Regional Secretary of Sumbawa Regency has contributed to the form of additional scientific insights in the field of human resource development. However, this research is still faced with several limitations, including the object of research, which is only located in the Sumbawa regency area, which is limited to only 11 agencies, so it has not yet received a more comprehensive and in-depth picture of the real situation. In addition, the results of this study also still have variables that have no effect, namely the leadership style variable does not have a positive and significant effect on employee performance.

Reference

- Abreu, Cunha & Reboucas. (2013). Effects of personal characteristics on organizational commitment: evidence from Brazil's oil and gas industry. *The International Journal of Human Resource Management* 24(20), 3831 – 3852.
- Avolio, Zhu, Koh W. & Bhatia P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, 25(8), 951–968.
- Bartholomew, Awa & Ukoha. (2016). Personality Characteristics and employee affective commitment: Nigeria experience. *International Journal of Business and Management Review* 4(6), 69 – 92.
- Buil, Martinez & Matute. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*.
- Emiyanti, Rochaida & Tricahyadinata. (2020). Pengaruh karakteristik individu dan motivasi intrinsik terhadap komitmen afektif dan kinerja pegawai. *The Manager Review* 2(1), 15 – 24.
- Gibson. (2008). *Manajemen sumber daya manusia*, cetakan kedua. Jakarta: Airlangga.
- Grobelna, A. (2019). Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes (A case study from Poland). *International Journal of Contemporary Hospitality Management*.
- Judge & Piccolo. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of Applied Psychology* 89(5), 755.
- Karatepe & Aga. (2015). Work engagement as a mediator of the effects of personality traits on job outcomes: A Study of frontline employees. *Services Marketing Quarterly* 33(4), 343 – 362.
- Kim, W. G., Leong, J. K., & Lee, Y-K. (2007). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171–193.
- Kreitner, R. (2011). *Perilaku organisasi*. Jakarta: Salemba empat.
- Lok, & Crawford. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment. *Journal of Management Development* 23(4), 321 – 338.
- Maria, Y. E. (2018). *Pengaruh gaya kepemimpinan dan kerja tim terhadap kinerja karyawan*. Jakarta: Universitas terbuka.
- Medler-Liraz. (2014). Negative affectivity and tipping: The moderating role of emotional labor strategies and leader-member exchange. *International Journal of Hospitality Management* 36(1), 63-72.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. doi:[10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1).

- Nasution & Rosanti. (2020). Pengaruh bekerja dari rumah (work from home) terhadap kinerja karyawan BPKP. *Jurnal Budgeting* 1(1), 9 – 14.
- Rego & Cunha.(2008). Workplace spirituality and organizational commitment: An empirical study. *Journal of Organizational Change Management* 21(1), 53 – 75.
- Ribeiro, Yücel & Gomes. (2018). How transformational leadership predicts employees' affective commitment and performance. *International Journal of Productivity and Performance Management* 67(9), 1901 – 1917.
- Robbins, S. P., & Judge, Timothy. A. (2017). *Organizational behavior*. New Jersey: Pearson Education.
- Vipraprastha, Sudja & Yuesti. (2018). The effect of transformational leadership and organizational commitment to employee performance with citizenship organization (OCB) behavior as intervening variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review* 9(2), 20503 – 20518.