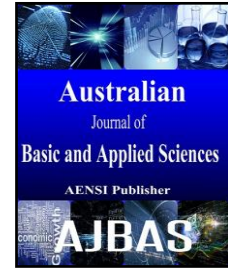




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**Effect of Bureaucratic Leadership Style and Organizational Culture on Organization Commitment of Local Staffing Agency at Kolaka, Southeast Sulawesi-Indonesia**

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**ABSTRACT**

This study aim is to identify and to analyze: (1) effect of bureaucratic leadership style on organizational commitment of Local Staffing Agency at Kolaka, (2) effect of organizational culture on organizational commitment of Local Staffing Agency at Kolaka, (3) simultaneous effect of bureaucratic leadership style and organizational culture on organizational commitment of Local Staffing Agency at Kolaka. This research uses survey method to test the hypothesis that has been established through a quantitative approach and statistical tests. This study samples are 42 people of Civil Servants of Local Staffing Agency at Kolaka. Data is collected by questionnaires. Data is analyzed by multiple linear regression. Research results showed that: (1) bureaucratic leadership style has positive and significant effect on organizational commitment of Local Staffing Agency at Kolaka, (2) organizational culture has positive and significant effect on organizational commitment of Local Staffing Agency at Kolaka, (3) bureaucratic leadership style and organizational culture simultaneously have positive and significant effect on organizational commitment of Local Staffing Agency at Kolaka.

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**INTRODUCTION**

Leadership plays a very important role in organization. Leaders must be able to affect and mobilize subordinates in order to achieve organizational goals effectively and efficiently through maximum work spirit. To achieve the goals, organization should give what expected by employee and appropriate leadership style. Leadership style basically implies as an embodiment of a leader behavior which concerns with his ability to lead. This embodiment usually creates a pattern or shape. Understanding such leadership style is consistent with opinion of Davis and Newstrom (1995) that overall pattern of leader action as perceived or referred by subordinates are known as leadership style.

Leadership style and strategy are a leader way to motivate members to achieve company or organization objective. According Heidjrachman and S. Husnan (2002: 224), "Leadership style is the behavior pattern designed to integrate organizational goals to individual goals to achieve certain goals". Meanwhile, according Fandi Tjiptono (2001: 161), "The leadership style is a leader in a way that is used to interact with subordinates".

Leadership is indispensable if an organization wants to success. Moreover, good workers always want to know how they can contribute to achievement of organizational goals, and not least, passion worker requires leadership as the basis of external motivation to keep their goals remain in harmony with organization goals. Therefore, organization succeed or failure even largely determined by this leadership. They require leadership figure that capable to communicate good and true to his people to make organizational goals remain directed in accordance with planning.

Leaders quality are often regarded as the most important factor of organization success or failure (Menon, 2002) both business and public organization that usually perceived as a success or a failure of leadership. One important role of leader becomes a factor that attracted the attention of researchers in field of organizational behavior. This brings consistency that every leader is obliged to give attention in developing, moving and directing all potential employees and their environment in order volume and workloads is focused on goal.

Leaders need to train employees in order to improve performance and lead to higher job satisfaction. When leaders show good leadership,

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employees will have the opportunity to learn the proper behavior for dealing with their work. Similarly, leader in public bureaucracy plays a very strategic role. Success or failure of public bureaucracy to perform its operations is determined by leaders quality because the position of leader dominates all activities undertaken.

Leadership is sometimes defined as the authority implementation and decision maker. It is also interpreted as an initiative to take action that results in a consistent pattern in order to find a way to solve a problem together. Dessler (2004) formulate leadership as an activity to encourage others to complete the work, maintaining morale and motivate subordinates.

Consistent with the leadership definition, it can be argued further that if someone is trying to affect the others behavior, this activities have involved someone into leadership activities. If such leadership occurs in a particular organization, then a leader needs to think leadership that is expected to produce a high commitment of every organization member in order to achieve organizational goals. Thoha (2004) suggested the research results that in recent decades actually there is no best leadership, successful leader is a leader who is able to adapt his style to particular situation.

Bass and Avolio (1993) and Schein (2004) states that a leader create culture and in turn shaped by culture. Schein (2004) observes that organizational culture and leadership are interconnected. He illustrates this interconnection by looking at relationship between leadership and culture within context of organizational life cycle. Luthans (2006) defines culture as the knowledge gained to interpret experience and generate social behavior. Meanwhile, according to Robbins (2006), organizational culture is a system of shared meaning held members that distinguishes the organization from other organizations.

Government agencies environments know the work culture of state apparatus. Decree of Minister for Administrative Reform No. 25/KEP/M.PAN/04/2002 dated 25 April 2002 states that culture of state apparatus can be recognized by its form of values contained therein, institution or system of work, and attitudes and behavior of human resource who carry it out. Creating work culture in state apparatus, such decisions is interpreted as attitudes and behavior of individuals and groups of state apparatus which is based on values that are believed to be true and has been the nature and habit in carrying out its duties and daily work. Work culture of state apparatus is expected to be beneficial for both state and private apparatus work unit, which individually provide opportunities, achievement and self-actualization, while in group it can improve the performance together.

Organizational commitment is defined by some researchers as a measure of identity strength and

involvement of employees in goals and values of organization. Organizational commitment is obtained as a better indicator of "leavers" and "stayers" rather than job satisfaction (Porter, Steers, Mowday, and Boulian, 1974, in McNeese-Smith, 1996). While Luthans (2006) defines organizational commitment as a gesture to reflect employees' loyalty to organization and a continuous process where organization members express their concern to organization, to organization success and sustainability.

Every employee in organization must have a high commitment to achieve mission, vision and organization goals. Public sector organizations have a bond between employees and organization for equality to mission, vision, and organization goals. They bind to government to work not only for salary, but rather wants to be a servant of state and public, social status, and so on.

Based on description above, researcher is interested to make a research with title of " Effect of Bureaucratic Leadership Style and Cultural Organization on Organization Commitment of Local Staffing Agency at Kolaka, Southeast Sulawesi-Indonesia". The research problem in this research is:

1. Does bureaucratic leadership style affects on organization's commitment of Local Staffing Agency at Kolaka?
2. Does organizational culture affect on organizational commitment of Local Staffing Agency at Kolaka ?
3. Does bureaucratic leadership style and organizational culture simultaneously affect on organization's commitment of Local Staffing Agency at Kolaka?

#### **Literature Review:**

##### **Bureaucratic leadership style:**

Bureaucracy is an organization led by government officials under the minister who has the primary task to provide service. Bureaucracy is intended for state organization, governance, including public service delivery and development. Peoples often interpret it in different connotation. The principal tasks in a professional bureaucracy are to follow up the political decision taken by government and making effective and efficient government. (Pasolong, 2008: 92)

Bureaucracy is structured as a hierarchy of authority elaboration. It prioritizes detailed division of labor to make administrative system, particularly by government officials. The main characteristic of bureaucracy structure is division of labor, hierarchical structure, rules and procedures, principles of neutrality and impartiality, placement and career based purely bureaucratic (Thoha, Miftah, 2004). In state bureaucracy, there are four functions below.

1. Instrumental function, it describes the law and policy of public policy in regular activities to

produce services, commodities, or embody a particular situation.

2. Political function, it gives input in form of advice, information, physical, and professionalism to affect the figure of wisdom.

3. Catalysts function of public interest, it articulates the aspirations and interests of public and integrating into government's policies and decisions.

4. Entrepreneurial function, it provide inspiration for innovative activities, to enable potential sources and creates an ideal mix of optimal resource to achieve the goal.

Bureaucratic leadership is a leadership style to inform the members or subordinates about what and how things should be done. However, basics of command leadership style is almost entirely relates to policies, procedures, and regulations in organization. Leader characteristic is all the bureaucratic rules or provisions of organization is "absolute". It means the group leaders organize with fully adhering to rules that have been established within organization (Nawawi, 2003: 112-117). Creativity and innovation applies only to lines that have been established within organization.

Furthermore, Mas'ud in Nurjanah (2008: 59) says that bureaucratic leadership style is one factor to affect organizational commitment. It is measured through five indicators, namely: (1) implement detailed procedures, (2) expects the rules obeyed, (3) the decision in superiors hands, 4) acting to follow organization rules, (5) give priority to authority. This study uses indicators of Mas'ud in Nurjanah to measure Local Staffing Agency at Kolaka.

### **Organizational Culture:**

Organizational culture is a system of shared meaning held by members to distinguishes the organization from other organizations. This shared meaning system is a set of key characteristics that upheld by organization. Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn (Nawawi, 2003) suggest that organizational culture is believed and value system developed by organization to guide the behavior of organization members itself. Tosi, Rizzo and Carroll in Nawawi (2003) explain that organizational culture is ways of thinking, feeling and reacting based on certain patterns within organization, or in parts of organization. Similarly, Robbins (1996: 289) says that organizational culture is a common perception held by organization members.

According to Schein (Ardyanti, 2006: 112-113), organizational culture can be analyzed at three different levels of values, rules and norms of behavior. Beliefs and assumptions can shape the Organizational Culture. This assumption shows what is individual believe and affect the perception, way of thinking and feeling. Value is the social principles, goals and standards are adhered in a culture. Norms relates to value and an unwritten rule to led

organization members to know what is expected from him.

Robbins (2002; 279) shows the widespread agreement that organizational culture refers to a system of mutual understanding held by organization members to distinguishes the organization from other organizations. Shared understanding of this system, in a more careful observation, shows a series of important character as value for an organization. Recent research results below show seven main characters as important elements of an organization's culture.

1. Innovation and risk-taking, it is the driving power of organization members (employees) to become innovative and risks taker.

2. Attention to detail, it is the level of charges against organization members to be able to demonstrate accuracy, analysis, and attention to detail.

3. Orientation towards results; it is the level of management demands to more focus on results, rather than focus on techniques and processes used to achieve these results.

4. Individual orientation; it is management decision level in considering results effects of individual in organization.

5. Orientation to team; it is activity level of regulated work in a team, not as individuals.

6. Aggressiveness; it is the level of demand for people to become aggressive and competitive, and not to relax.

7. Stability; it is the level of suppression activities of organization in maintaining the status quo versus growth.

Assessing an organization by seven characters above will produce an overview of organization. This figure becomes the basis for mutual understanding shared by organization members about their organization. How everything is done based on mutual understanding and ways organization members should be.

Priasmoro in Sabarudin (2008: 23) identifies three dimensions of organizational culture. They are strong, adaptive and competitive as values, professional ethics and organization rules. Meanwhile, according Kisdarto (2001: 71), organizational culture is reflected in two major aspects of rules to apply in organization and integrated behavior pattern as the reference for organization member.

Luthans (2002: 123) argues that dimensions of organizational culture consists of:

1. Observed behavioral regularities, it is rule of behavior to be observed which can be used as guidelines in relationship between organization members, communication, terminology and ceremonies.

2. Philosophy, it is associated with policy of organization, how to treat organization members and interested parties.

3. Rules, it contains instructions regarding the execution of tasks within organization.

**Commitment:**

Commitments are often interpreted by appointment, dogged determination, or solid on agreed appointment. Kepmenpan number 25/KEP/M.PAN/04/2002 defines commitment as determination, dogged determination and a promise to do or make something that is believed. Steers (1985: 50) defines the organization commitment as a sense of identification (confidence in organization values), engagement (willingness to do my best for sake of organization) and loyalty (desire to remain as organization member). It is expressed by an employee again organization. Steers found organizational commitment as a condition where the employees are very interested to goals, values, and organization goals. Commitment to organization means more than just formal membership. It encompasses organizations like the attitude and willingness to seek a high level of effort for benefit of organization to achieve objectives.

Luthans (2002: 235) describes that organizational commitment in three terms below.

1. A strong desire to remain a member of a particular organization,
2. A willingness to exert high levels of effort on behalf of the organization.
3. A definite belief in, and acceptance of, the values and goals of the organization.

Shadur, Kinzle and Rodwell in Sabarudin (2008) defines as someone sense who has a commitment to organization to show strong recognition and involvement in an organization that is expressed as follows: "Organizational commitment was defined as the strength of an individual's identification with and involvement in a particular organization". Individuals who have a commitment to an organization is likely has higher attachment than in individuals who do not have a commitment. Their sense of attachment in an organization is likely would be higher than those who do not have a sense of attachment to an organization. Robinson, Simourd and Porporino (1999) suggests that commitment of an individual can reduce employees turnover from the organization. They tend to show a high engagement embodied in form of attitudes and behavior. Someone with commitment attitude would feel more comfortable with their job or job satisfaction, reduced waste and reduced working time in possibility of leaving the work environment.

Allen and Meyer in Sufya (2013) defines organizational commitment as a psychological state. It is characterized (a) believe and receive the destination (goal) and value of organization. b. willingness to strive earnestly for sake of organization. c. has a strong desire to remain as organization member.

Higher commitment can be achieved by improving the social atmosphere of an organization and goal understanding (Balfour and Wechsler in Ardyanti, 2006). Meanwhile, according to Robinson, Simourd and Porporino (1999) said that effective commitments made since the beginning of procedure before and socialization activities to retain award.

Reichers in Nawawi (2003) said there are two motives to make a person has commitment to organization, namely:

1. Side - Best Orientation. It focuses on accumulation of losses over everything that has been given by individual to organization when leaving the organization. The rationale is employee who leaves the organization would be detrimental for fear of losing his hard work in form of salaries, allowances, and other income in form of additional incentives that lose when working elsewhere.

2. Goal - Congruence Orientation. It focuses on level of concordance between the personal goals of individuals and organizations as decisive commitment to organization. This approach was popularized by Poter and her Association. They stated that individual commitment to organization with goal congruence orientation will produce individuals who have acceptance to goals and values of organization, desire to assist the organization in achieving its objectives, and desire to remain as organization member.

Minner (Sopiah, 2008) suggests four factors to affect employee commitment.

1. Personal factors such as age, gender, education level, work experience and personality
2. Work characteristics as scope of positions, work challenge, role conflict, level of difficulty in work
3. Structure characteristics as size of organization, forms of organization, presence of trade unions, and degree of control by organization to employees.
4. Work experience. employee experience affects on level of commitment to organization.

Allen and Meyer in Sufya (2013) formulated three components to affect the organization's commitment to make employees or employees stay or leave the organization based on its norms.

1. Affective commitment. It relates with their willingness to be bound by organization. Individuals work in organization because of his desire. Individuals feel the fit between personal desires and values of organization, including the emotional connection of employees to organization and involvement in organization.

2. Continuance commitment. It is based on rational needs. In other words, this commitment is formed based on profit and loss, on what is considered to be sacrificed when it will stay in organization. Commitment is based on a cost benefit analysis attachment.

3. Normative commitment. It is based on norms within themselves, individual beliefs would become responsibility of organization. He felt compelled to endure because of loyalty. This commitment is more due to moral values employee to sense of obligation that he gave to organization.

According to Buchanan in Gibson et al. (1990), organizational commitment consists of three attitudes, namely: (1) identification feeling with organization's mission, (2) a sense of involvement in organization tasks, (3) a sense of loyalty and love to organization as a place to live and work, regardless of benefits for individual and organization's mission. Employee commitment to organization does not just happen, but through a long process and gradual

#### **Conceptual Framework:**

An organization was formed because there are goals to be achieved and to achieve the goals they will require a leader who move or affect on behavior of organization members. In government organizations, to realize the organization goals will require leaders who drive the employees, as well as the values and rules as guidelines in working together, giving rise to commitment of all employees to achieve its intended purpose.

Leadership is the norm of behavior used by a person when the person is trying to affect the behavior of others as he saw. Leadership style shows, directly or indirectly, about the conviction of a leader on ability of subordinates. Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, personality traits, attitudes. It is often applied by leader when he tried to affect the performance of subordinates.

Bureaucratic leadership style is behavior patterns preferred by leaders in process of directing and influencing workers. That sense revealed that what was done by employer has an effect on subordinates, which can evoke the spirit and excitement of work and vice versa. Effect of bureaucratic leadership style on organizational commitment is measured through five indicators, namely: (1) implement detailed procedures, (2) expects the rules obeyed, (3) the decision in superiors hands, 4) acting to follow organization rules, (5) give priority to authority (Mas'ud in Nurjanah, 2008: 59).

If leaders implement effective bureaucratic leadership style based on policies, procedures, and organization rules, they will strengthen the organizational culture, which in turn will increase the commitment of members in carrying out the task. Thus it can be argued that application of bureaucratic leadership style can effectively affect on organizational commitment.

Other variables to affect organizational commitment is organization's culture. Culture is the

basis for mutual understanding shared by organization members about their organization, how everything is done based on mutual understanding and ways of organization members to work. Organizational culture variables in this study adopts the theory of Luthans (2006: 125). It which includes the following dimensions: a) rules of behavior observed, b) norms, c) dominant values, d) philosophy, e) rules, and f) of organizational climate.

More organization members accept and apply the core values of organization (organizational culture) means that higher the commitment which is owned by organization members to these values. This can reinforce the Organizational Culture. Strong organizational culture will show a high agreement concerning the purpose of organization among its members. Unanimity against objectives will create the attachment, loyalty, and organizational commitment. Organizational commitment in research is adopted Allen and Meyer in Luthans (2006: 249-250), as measured by following dimensions and indicators: a) affective commitment, b) normative commitment, and c. continuance commitment

Referring to second concept above, it was concluded that bureaucratic leadership style and organizational culture are two variables that can affect organizational commitment. Therefore, simultaneously it can be conceived that application of bureaucratic leadership style effectively and implementing strong organizational culture can effect on organizational commitment. Linkages between bureaucratic leadership styles, organizational culture and organizational commitment, can be described in following framework:

#### **Research Hypothesis:**

Based on problem formulation and review of literature above, hypothesis of this study are below.

H1. Bureaucratic leadership style affects on organization's commitment of Local Staffing Agency at Kolaka.

H2. Organizational culture affect on organizational commitment of Local Staffing Agency at Kolaka.

H3. Bureaucratic leadership style and organizational culture simultaneously affect on organizational commitment of Local Staffing Agency at Kolaka

#### **Research Methods:**

##### **Location Research:**

The research was conducted at Office of Local Staffing Agency at Kolaka, with consideration that leadership pattern of Head of Local Staffing Agency is bureaucratic leadership style.

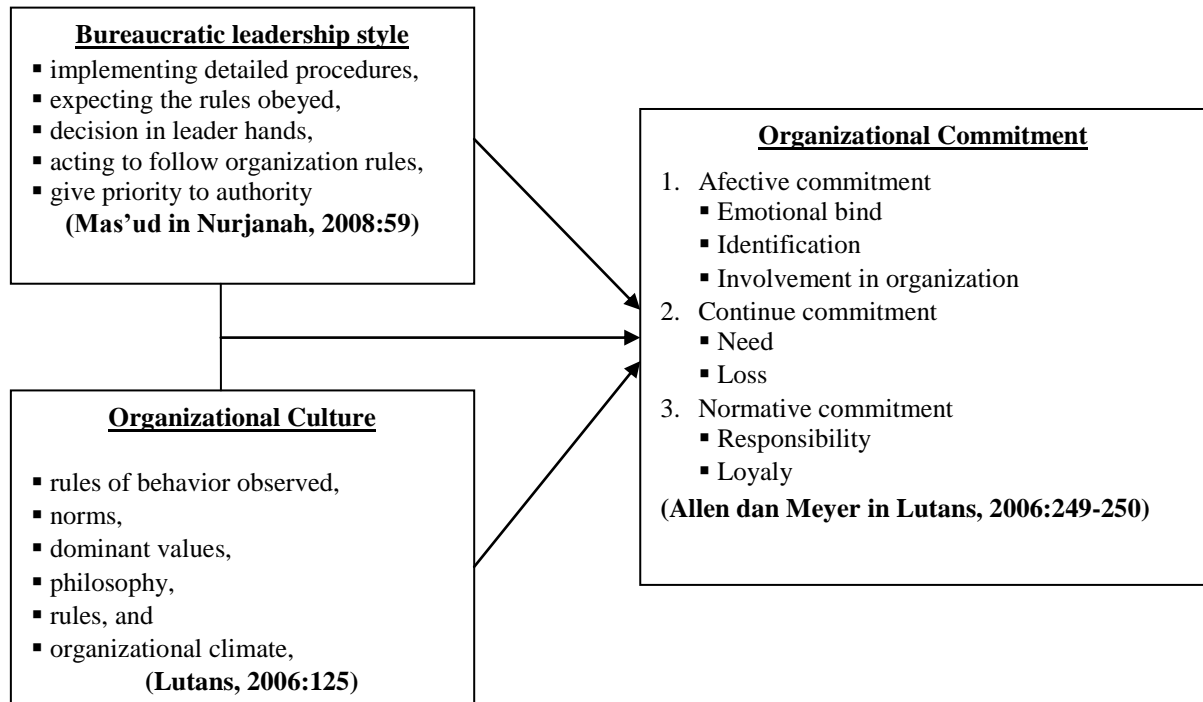


Fig. 1: Conceptual Framework

**Research Design:**

This study uses survey analytical method with aims to analyze the pattern of relationship between leadership style or effect bureaucratic (X1) and organizational culture (X2) on organizational

commitment (Y), either partially or simultaneously. The pattern of relationship between the independent variable and dependent variable was designed in following figure:

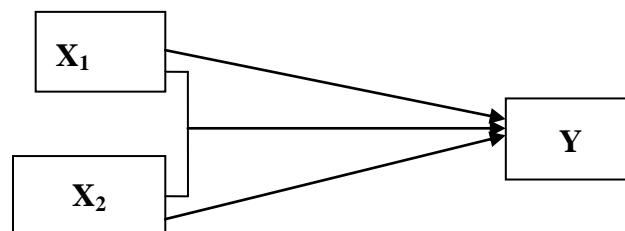


Fig. 2: Relationship between the research variables

**Description:**

- X1 = Bureaucratic leadership style
- X2 = Organizations culture
- Y = Organization commitment

**Data Collection Method:**

Data in this study is collected by questionnaire compiled by Likert scale

**Research Variables:**

The variables in this study are Bureaucratic Leadership Style (X1) and Cultural Organization (X2) as the independent variable and Organizational Commitment (Y) as the dependent variable.

**Data Analysis Technique:**

Data analysis techniques used in study are inferential analysis to test the hypothesis by using multiple linear regression analysis through SPSS 16.0

**Population and Sample:**

Study population were all employees of Local Staffing Agency at Kolaka, Kolaka number 42 Civil Servants (PNS) at Local Staffing Agency Kolaka, (total sample)

**Discussion of Results:**

**Effect of Bureaucratic Leadership Style Effect on Organizational Commitment of Local Staffing Agency at Kolaka District:**

Organization success to achieve its goals is largely determined by leadership style. Leadership style relates to leaders attitude to affect subordinates.

Organizational leaders need to pay attention to leadership style he used in encouraging and directing subordinates to have the morale, professionalism and commitment in organization, to improve performance and quality of resulting product or service quality as well.

In keeping organization commitment, leader is needed, and effective leadership becomes a major requirement. effective leader in applying a particular leadership style must first understand who they lead subordinates, understand strengths and weaknesses of subordinates, and understand how to harness the power of subordinate to compensate for their weaknesses. Leadership style is the norm of behavior used by a person when the person is trying to affect the behavior of others as he wanted. Leadership style in organization is needed to develop a conducive working environment and build a climate of motivation for employees is expected to produce high productivity.

In a public organization or government context, bureaucratic leadership style is often applied. This style can be described by phrase "lead by regulation". This behavior is characterized by adherence to implementation of procedures applicable for leader and his follower.

The results of inferential analysis and hypothesis testing showed that bureaucratic leadership style has a significant and positive effect on organizational commitment at Local Staffing Agency Kolaka. This is evidenced by tcount (6.452) greater than t table (1.675) at a significance level  $\alpha = 0.05$ .

Therefore, hypothesis which states that "bureaucratic leadership style affects on organization's commitment of Local Staffing Agency at Kolaka " is accepted. The coefficient of determination ( $r$  square) = 0.561. This means that contribution of bureaucratic leadership style on organizational commitment of Local Staffing Agency at Kolaka is 56.10%.

This research findings can be interpreted that employee organization commitment of Local Staffing Agency at Kolaka is determined or affected by bureaucratic leadership style adopted by organization leadership. Empirically, results of this study are consistent with research results Saut Primitive (2012) on "Effect of Organizational Culture, Leadership Style and Job Satisfaction on Organizational Commitment". Saut Purba concluded that leadership style has direct positive effect on organizational commitment. This means that effective leadership style increases the organizational commitment. It is also supported by Darwito (2008) on "Analysis the Effect of Leadership Style on Job Satisfaction and Organizational Commitment to Improve Employee Performance at Semarang City Hospital". Darwito concluded that leadership style has a positive effect on organizational commitment.

The most prominent leadership style of Local Staffing Agency at Kolaka is to expect all employees

to carry out tasks based on predefined rules. Therefore, leadership always give commands/jobs based on applicable rules.

#### ***Effect of Organizational Culture on Organizational Commitment of Local Staffing Agency at Kolaka:***

Organizational culture is a set of values and strategy, leadership style, vision and mission as well as the norms of trust and understanding held by organization members and is regarded as the truth for a new member who became a guide for every element of organization to shape attitudes and behavior.

Organizational culture is affected by perception of organization members. If employees feel that culture in organization is quite conducive and fun for him to work, this will make the employee feel comfortable. The results of inferential analysis and hypothesis testing indicate that organizational culture have positive and significant effect on organizational commitment Local Staffing Agency at Kolaka. This is evidenced by tcount (3,499) larger than t table (1.675) at a significance level  $\alpha = 0.05$ .

Therefore, hypothesis which states that "organizational culture affect on organizational commitment of Local Staffing Agency at Kolaka " is accepted. the coefficient of determination ( $r$  square) = 0.274. This means that contribution of organizational culture on organizational commitment of Local Staffing Agency at Kolaka is 27.40%. These results prove that there is a direct effect between organizational culture and organizational commitment. Stronger organizational culture of Local Staffing Agency at Kolaka can increase employee commitment within organization.

This study result is supported by Muriman, et al (2008) that organizational culture a major effect on employee commitment. High commitment to organization makes organization members will be motivated to do the job, which in end they became less interested in leaving their organization. Similarly, research of Jandeska and Kraimer (2005) shows that organizational culture has positive effect on organizational commitment. Praptadi (2009) proved that there is a direct effect between organizational culture and organizational commitment.

This study result is also consistent with Eko Sulistianto (2009), Saut Purba (2012) that organizational culture has positive and significant effect on organizational commitment. Commitment is very important for organization members, because by having a high commitment to organization, organization members will be motivated to do the job, which in end they became less interested in leaving their organization.

This research results also consistent with Nurjanah (2008) that there is a direct effect between organizational culture and organizational commitment. Nurjanah found that organizational

culture positive and significant effect on organizational commitment. The empirical findings indicate that in order to increase organizational commitment, Local Staffing Agency at Kolaka need to pay attention to factors that may affect or increase the organization commitments such as leadership style and organizational culture. These can be used as a reference to develop policies or strategies to encourage the organization commitment.

Local Staffing Agency at Kolaka need to apply the rules and procedures that clearly works to effect employee behavior that lead to formation of organizational commitment. This is consistent with Moon in Nurjanah (2008: 51) that organizational culture is measured by clarity of organizational goals and job autonomy has a positive and significant effect on organizational commitment both in private and government enterprises.

Most dominant indicator of organizational culture is feeling valued, where it is shown that when an employee feels valued in an organization, it also created a high agreement among employees about what organization believed to form an organizational commitment to employee.

#### ***Effect of Bureaucratic Leadership Style and Organizational Culture on Organizational Commitment:***

Multiple regression analysis result and hypothesis testing proves that bureaucratic leadership style and organizational culture simultaneously have positive and significant effect on organizational commitment of Local Staffing Agency at Kolaka. This means that better implementation of bureaucratic leadership style and organizational culture can increase employees' commitment to organization.

Inferential analysis result and hypothesis testing indicates that leadership style and organizational culture simultaneously have positive and significant effect on organizational commitment of Local Staffing Agency at Kolaka. This is evidenced by f count (38.653) is greater than the f table (3.179) at a significance level  $\alpha = 0.05$ .

Therefore, third hypothesis that "bureaucratic leadership style and organizational culture simultaneously affect on organizational commitment of Local Staffing Agency at Kolaka" is accepted. The coefficient of determination ( $r^2$ ) = 0.582. This means that contribution of leadership styles and organizational cultures on organizational commitment of Local Staffing Agency at Kolaka is 58.20%. It can be interpreted that better implementation of bureaucratic leadership style and organizational culture can increase inner employees organizational commitment of Local Staffing Agency at Kolaka.

This study finding is consistent with Chen (2004) that organizational culture and leadership style have positive effect on organizational

commitment. In addition, Pasek (2008) found that organizational culture and leadership style have a significant effect on employee discipline. In growing, maintaining, and even improving organizational commitment, organizational culture has strong effect. High organizational commitment can be realized through the maintenance of organizational culture with application of rule-based leadership style.

#### ***Conclusion:***

Bureaucratic leadership style and organizational culture partially or simultaneously have positive and significant effect on organizational commitment of Local Staffing Agency at Kolaka. This means that better the bureaucratic leadership style and Organizational Culture can increase organization's commitment of Local Staffing Agency at Kolaka.

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