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## Organizational Commitment: Leadership Agility, Career Path, Organizational Cultural

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**Abstract:** The purpose of the study is to determine whether there is an influence between leadership agility and organizational commitment, the influence of career path with organizational commitment, and organizational culture with organizational commitment, the research method used is qualitative with literature review by looking for scientific articles from several reputable and national international journals, research results from In this scientific article, first, there is an influence between the variables of Leadership Agility and Organizational Commitment from several review literature obtained, second, the influence of career path with organizational commitment with the results has an influence and is significant even though there are research results from (Giri et al., 2011) stating that organizational culture has an insignificant effect on organizational commitment, but the results of other studies from other scientific articles state a positive and significant influence, the third influence of organizational culture with organizational commitment from several scientific articles obtained there is a positive and significant influence. The results of this study represent the answer from researchers who are far from perfect and still need to be continued to further research with quantitative methods.

**Keywords:** Organizational Commitment, Leadership Agility, Career Path, Organizational Cultural

### INTRODUCTION

The organization runs with its business field that is profit-oriented or does not necessarily have commitment, the founders of the organization or CEOs or shareholders think in running the organization with targets. The target to be achieved certainly needs leaders in running, leadership agility is one type of leader who continuously responds to change, adapts quickly in a dynamic and complex environment to advance the organization. Minimal employee engagement makes the organization experience decreased productivity, other employees depressed (Sbleiger, 91), require attentive leadership that can adapt and strengthen their leadership increased employee commitment to the organization, defined as the attitude or

attachment that people develop towards a particular organization (Eby et al., 1999; Ketchand & Strawser, 2001), according to (Meyer & Allen, 1991) proposed a three-dimensional model of organizational commitment: affective commitment, continuation commitment, and normative commitment.

The ability to manage effectively in such circumstances seems particularly important given the current instability, uncertainty, complexity, and uncertainty today (Cummings & Worley, 2014), despite the obvious need for agility. Most leaders tend to display heroic leadership, where the leader has primary responsibility for setting goals, coordinating subordinates' actions, and managing their performance, rather than the more agile post-heroic form. Leadership where leaders maintain ultimate responsibility and authority but create highly participatory teams and organizations characterized by shared commitment (Joiner & Josephs, 2007), of course, a leader is created from the existence of a career path within the organization that has been systemized and all potential employees have the opportunity, according to (Triana, 2017) Employee career. It must also be noted, because every employee absolutely needs development and advancement in his career, Advancement opportunities offered to employees provide motivation and courage to work for a career, a professional employee usually sees career as an object or goal of work. As a result, many people compete for the best position in their company. Career itself can be interpreted as an uphill ladder and is the first step to success for employees (Mutaqin, 2020). The careers of employees who already have a system will be followed by employees in the organization by following various predetermined criteria such as length of service, work performance, performance, productivity, loyalty, organizational culture, commitment to the organization and others, the organization through Human Resources Development (HRD) will routinely carry out activities or monitor who is worthy or not.

Organizational culture will be formed when employees have integrated and contributed to the organization in their respective skills, abilities, competencies possessed by employees, the stronger the culture, the greater the impact on employee attitudes and behavior. It is said that there is a strong culture in which employees respond to incentives to live according to organizational values (Jain, 2015), there is a link between organizational culture and organizational commitment (Rashid et al., 2003). The above phenomena presented by researchers will be continued, with the aim of this study to determine whether there is an influence between leadership agility and organizational commitment, the influence of career path with organizational commitment, and organizational culture with organizational commitment.

## LITERATURE REVIEW

### Organizational Commitment

According to (Allen & Meyer, 2013) commitment can mean a strong acceptance of an individual to the goals and values of the organization, as well as a strong desire of the individual to stay close to the organization, according to (Luthans, 2006) organizational commitment is a strong desire to remain a member of a particular organization, the desire to work according to the specific wishes and beliefs of the organization, and acceptance of organizational values and goals, according to (Meyer & Allen, 1991) proposed a model of three types of organizational commitment: affective commitment, which refers to an individual's attitude toward the organization; ongoing commitment, which refers to an individual's commitment to the organization due to outgoing costs, such as retirement, length of service, reputation, or other factors; and commitment normative, which refers to an individual's commitment to the company arising from a sense of obligation.

**Leadership Agility**

According to (Joiner & Josephs, 2007) leadership flexibility: the ability to lead effectively in times of rapid change, increasing uncertainty and complexity, and when success requires consideration of multiple perspectives and priorities, according to (Neck & Manz, 2010) There are four types of agility management, namely: (1) agility in contextualization, i.e. the ability to determine the scope of initiatives that optimal and clarify the desired result; (2) Stakeholder flexibility, managers use "stakeholders" to identify initiatives and understand and evaluate how well their vision and goals align. (3) creative skills, namely the ability to produce solutions; (4) Self-control, namely the ability to lead and control one's own leadership: "If we hope to be effective leaders for others, we must first be able to lead ourselves effectively, then according to (Joiner & Josephs, 2007) Leadership Agility is A leader who knows how to apply four different leadership skills that reinforce each other in a highly unstable environment.

**Career Path**

According to (Cascio, 2015) Career Path is a coherent set of tasks that can be performed and managed based on work organization analysis, according to (Triana, 2017) Career has three different concepts, first is career as a series of promotions or hierarchical levels experienced by employees during their work career, second is a manual labor career that has a clear and systematic picture or development model, third, career as a history of one's position, a series of jobs or positions that someone has occupied in a certain period of time.

**Organizational Cultural**

According to (Quinn, 2011) organizational culture is a complex issue both in the workplace and around the world, according to (Schein, 2010) Organizational culture is a set of innate and unconscious beliefs and norms accepted by members that guide their behavior and create the basis for a shared understanding of their world. Schein argues that organizational culture consists of three levels, namely the subconscious culture level, the conscious level, and the artifact level. The unconscious level of culture is the deepest level consisting of innate and unconscious beliefs and norms that determine how members think and act, the conscious level is the deepest level of organizational culture consisting of identifiable values, beliefs, and norms. and members explain

**METHODS**

This research methodology uses a qualitative approach and examines the variables of this study. Types or methods of academic writing in the form of literature research. Theoretical analysis, analysis of relationships between variables, books and magazines, online and offline, obtained from Mendeley, Google Scholar and other online media. The reviewed journals are listed in Journal Metrics Table 1.1 below.

**Tabel 1.1 Metric Journal**

Researcher, Title and Year	Variables used	Finding	Differences with This study
(Triana, 2017) THE INFLUENCE OF COMPENSATION, ORGANIZATIONAL COMMITMENT AND CAREER PATH TO JOB PERFORMANCE EMPLOYEES	X1 : The Compensation X2 : Organizational Commitment X3 : Career Path Y : Work Performance	X1 → Y (sig) X2 → Y (sig) X3 → Y (sig) X1,X2,X3→Y (sig)	Compensation  Job Performances Employees

<p>(Mutaqin, 2020) THE IMPACT OF COMPETENCY, ORGANIZATIONAL CAREER MANAGEMENT AND PERFORMANCE APPRAISAL TOWARDS CAREER PATH ADVANCEMENT ON MILLENNIAL HR PROFESSION WITH ASSIST FROM ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLE</p>	<p>X1 : Competency X2 : Organizational Career Management Y1 : Organizational Commitment Y2 : Career Path</p>	<p>(sig)</p>	<p>Competency  Organizational Career Management</p>
<p>(Tonia Lediju, 2016) LEADERSHIP AGILITY IN THE PUBLIC SECTOR: UNDERSTANDING THE IMPACT OF PUBLIC SECTOR MANAGERS ON THE ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF MILLENNIAL EMPLOYEES</p>	<p>X1 : Leadership Agility X2 : Public Sector Managers Y : Organizational Commitment Y1 : Performance of Millenial Employees</p>	<p>X1 → Y1 (Sig) X1 → Y (sig) X2 → Y (sig)</p>	<p>PUBLIC SECTOR MANAGERS  PERFORMANCE OF MILLENNIAL EMPLOYEES</p>
<p>(Diharto, 2019) THE ROLE OF LEADERSHIP AGILITY AND ORGANIZATIONAL COMMITMENT TOWARD ORGANIZATIONAL READINESS FOR CHANGES IN PUBLIC ISLAMIC UNIVERSITIES OF CENTRAL JAVA IN CONDITIONS OF VUCA ERA</p>	<p>X : Leadership Agility Y : Organizational Commitmen Z : Organizational Readiness for Change</p>	<p>X → Y Z → Y</p>	<p>Organizational Readiness for Change</p>
<p>(Jain, 2015) Volunteerism organisational culture Relationship to organizational commitment and citizenship behaviours in India</p>	<p>X1 : motives for volunteerism X2 : organizational cultural X3 : organizational citizenship behaviour Y : Organization Commitment</p>	<p>X1 → Y (sig) X2 → Y (sig) X3 → Y (sig)</p>	<p>motives for volunteerism  organizational citizenship behaviour</p>
<p>(Giri et al., 2011) The Effect of Organizational Culture and Organizational Commitment to Job Involvement, Knowledge Sharing, and Employee Performance: A Study on Regional Telecommunications Employees of PT Telkom East Nusa Tenggara Province, Indonesia</p>	<p>X1 : organizational cultural X2 : job involvement Y1 : Organization commitment Y2 : Knowledge sharing Y3 : Employee Performance</p>	<p>X1 → Y1 X1 → Y2 X1 → Y3 X2 → Y1 X2 → Y2 X2 → Y2 X3 → Y1 X3 → Y2 X4 → Y3</p>	<p>job involvement  Knowledge sharing  Employee Performance</p>
<p>(Soomro &amp; Shah, 2019) Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance</p>	<p>X1 : Entrepreneurial Orientation X2 : Organizational cultural Y1 : Organizational Commitment Y2 : Job Satisfaction</p>	<p>X1 → Y1 (sig) X1 → Y3 (sig) X2 → Y1 (sig) X2 → Y3 (sig) Y1 → Y3 (sig) Y2 → Y3 (sig)</p>	<p>Entrepreneurial Orientation  Job Satisfaction</p>

	Y3 : Employee Performance		
(Aranki et al., 2019) The Relationship between Organizational Culture and Organizational Commitment	X : Organizational Cultural Y : Organizational Commitment	X → Y	
(Harwiki, 2016) The Impact of servant leadership on organizational cultur, organizational commitment, organizational citizenship behaviour, and employee performance in women cooperative	X1 : servant leadership Y1 : organization culture Y2 : organizational commitment Y3 : organizational citizenship Y4 : Employee Performance	X1 → Y1 X1 → Y2 X1 → Y3 X1 → Y4 Y1 → Y3 Y1 → Y4 Y2 → Y3 Y2 → Y3	servant leadership organizational citizenship Employee Performance

**RESULT AND DISCUSSION**

From the scientific articles described in the metric table above, it will be described according to the variables in the research in this scientific article.

**1. The Influence of Leadership Agility with Organizational Commitment**

Supportive studies of scholarly articles belong (Tonia Lediju, 2016) with research results Public sector managers must develop their leadership skills to demonstrate that they are experts, achievers, catalysts and creators, and organizations must set performance standards that match these characteristics. In addition, managers are encouraged to strengthen their leadership skills and better communicate their vision, as well as be consistent in implementing and demonstrating organizational goals. When dealing directly with Millennials, managers must (a) ensure they have easy and regular access to their Millennial Reports and (b) develop their willingness and wisdom to embrace their employees' personal and professional perspectives, with the distinguishing variables being Public Sector Managers and Performance Of Millenial Employees, the next study from (Diharto, 2019) with the results of research on the influence of leadership agility variables on organizational readiness for change amounted to 0.625, while the influence of organizational commitment was 0.264. The results of this research are expected to be used in the development of leadership skills guides. promoting values, principles and/or smart practices in Islamic universities in Central Java, with the distinguishing variable with this scientific article is Organizational Readiness for Change.

From the results of existing scientific articles from journals found by researchers from reputable national or international index journals, it is proven that there is really an influence between leadership agility and organizational commitment, with distinguishing variables as gaps, namely Public Sector Managers and Performance Of Millenial Employees, and Organizational Readiness for Change.

**2. The Influence of Career Path with Organizational Commitment**

From the results of the elaboration of scientific articles found related to scientific articles in this study proves from the study owned (Triana, 2017) with the results of research Concurrent salary, organizational commitment and career significantly affect employee performance in UPBJJ Banjarmasin Open University, while all variables partially affect job performance. The dominant variable influencing work performance is the compensation variable with a significant level of 0.0000, with the differentiating variable compensation, job performances employees, further studies from (Mutaqin, 2020) with the results of research on qualification variables, organizational career management and performance evaluation have a positive and significant effect on career development. In addition to organizational

commitment variables, these variables also have a positive and significant effect on increasing career, with the differentiating variables of this study being Competency and job performance employees. From the findings and discussion, from the two scientific articles above there is a positive and significant influence between career path and organizational commitment strengthened by the two articles above, and there is a gap in differentiating variables, namely Competency, job performance employees, organizational career management.

### **3. The Influence of Organizational Culture with Organizational Commitment**

Several articles were found related to variables in this study found and will be proven from the results of the study (Giri et al., 2011) with the results of the study The results showed that 1) organizational culture has an insignificant effect on organizational commitment, information sharing and employee performance, 2) work participation has a significant effect on organizational commitment, information sharing does not have a significant and influential effect Significant. Significant effect on employee performance, 3) organizational commitment has a significant effect on information sharing and employee performance, and 4) information sharing has a significant effect on employee performance. This study also revealed that the most dominant variable in determining employee performance is organizational culture, with variables differentiating job involvement, Knowledge sharing, Employee Performance, in this scientific article the results of research between organizational cultural variables do not exist with organizational commitment variables, further studies from (Jain, 2015) with research results Hierarchical regression analysis showed that the personal development dimension of volunteers was a positive predictor of OC and OCB. The career development, empathy and community care dimensions of volunteerism had inconsistent effects on both criteria variables. In addition, culture has no significant effect on OCB; However, it has a positive effect on emotional and lasting commitment. In addition, demographic variables (age, education, and length of service) have a stronger effect on OC than OCB, with differentiating variables motives for volunteerism, organizational citizenship behavior, further studies from (Soomro & Shah, 2019) with research results Organizational commitment, job satisfaction and organizational culture have a positive and significant effect on employee performance. Entrepreneurial orientation has a positive and significant effect on organizational commitment. Job satisfaction is influenced by organizational commitment, while organizational culture is influenced by job satisfaction. On the other hand, entrepreneurial orientation does not have a significant effect on employee performance, with the distinguishing variables of Entrepreneurial Orientation and Job Satisfaction.

The next study (Aranki et al., 2019) with the results of the study there is a positive and significant relationship between organizational culture and organizational commitment. Based on these results, this study made several recommendations, further studies from (Harwiki, 2016) with the results of servant leadership research have a significant effect on organizational culture, employee performance, organizational commitment, OCB and employee performance; Organizational culture has a significant effect on OCB but not significantly on employee outcomes, organizational commitment does not have a significant effect on OCB and non-employee outcomes, and OCB has a significant effect on employee engagement, with differentiating variables being servant leadership, organizational citizenship, Employee Performance.

In the findings here there are research results from the article owned (Giri et al., 2011) states that organizational culture has an insignificant effect on organizational commitment.

## **CONCLUSION**

From the findings and discussion of the three variables in the research in this scientific article and with the proof of the obtaining of related scientific articles in this scientific article,

first there is an influence between the variables of Leadership Agility and Organizational Commitment from some review literature obtained, secondly the influence of career path with organizational commitment with the results has an influence and is significant even though there are research results from (Giri et al., 2011) states that organizational culture has an insignificant effect on organizational commitment, but other research results from other scientific articles state a positive and significant effect, the third influence of organizational culture with organizational commitment from several scientific articles obtained there is a positive and significant influence. The results of this study represent the answer from researchers who are far from perfect and still need to be continued to further research with quantitative methods.

Recommendations from researchers from the results of this study need to be continued with the gaps obtained such as differentiating variables Competency, job performance employees, organizational career management, servant leadership, organizational citizenship, Employee Performance, and Public Sector Managers and Performance Of Millennial Employees, and Organizational Readiness for Change.

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