
Leaderships Skills And Work Culture As Predictors Of Commitment Among Local Government Unit

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Abstract — This study aims to examine the factors that influence supervisors' commitment, leadership skills, and work culture in a Local Government Unit of Davao City. To establish participants' ratings from a validated questionnaire with 120 supervisors who were selected using a sampling method. The study employed a descriptive, non-experimental research design utilizing a correlational technique. Pearson r , regression analysis, and weighted mean were used in analyzing the data. The results indicated that respondents viewed themselves as possessing strong leadership skills, a positive work culture, and high employee commitment. The relationship between leadership skills, work culture and employee commitment was found to be statistically significant, with a p -value of less than .001. The results are consistent with SDG 11 and SDG 16, which promote sustainable development in communities well – being, resilient, and comprehensive government practices to strengthen delivery of public services. The recommendations include recreational activities, provision of rewards and incentives, fostering open communication, and organizing training sessions and seminars to educate employees. This will lead to improved staff performance, better service delivery, and increased success.

Keywords: Public Administration, Leadership Skills, Employee Commitment, Work Culture, Regression Analysis, Philippines.

SDG Indicator # 11: Sustainable Cities and Communities

SDG Indicator # 16: Peace, Justice and Strong Institutions

I. INTRODUCTION

The employee commitment of local government unit employees is facing problems where significant, persistent concerns about behavior, job uncertainty, mistrust, and service quality can consequently have a detrimental impact on effective governance's overall performance. Similarly, chronic problems and ineffective bureaucracy present significant obstacles for Public Service Motivation in the Philippine government agencies (Tersona & Lagura, 2025). Employee commitment and job engagement have been shown to have a major impact on employee attitudes, actions, and eventually performance (Tarmizi & Anggian, 2022). According to Park (2020) states that if organization can improve the quality of life for its workers while simultaneously reducing the frequency and severity of illnesses, workplace accidents, and stressful situations, it will be more successful. The understanding of employee commitment within its organizational context is consequently challenges that undermine good governance and ethical standards in the interest of the general welfare of the public service.

The concept of research has positive implications for employee commitment to their organization, as it has been shown to ensure work-life balance, reduce stress levels, and increase job satisfaction through measures such as flexible work schedules and remote work options. Cahyani et al. (2020) assert that high levels of commitment increase employee loyalty and motivate them to work diligently toward the organizational objectives and advancement, which can lead to better performance. This emphasizes that employees' dedication to their jobs is crucial to ensuring that the public receives high-quality services, and it also influences organizational success. Andrabi and Rainayee (2020) highlight the importance of employees' commitment to sustainability, as it fosters a stronger bond with the organization and motivates them to succeed in the long term. These studies show how accountability, corruption, poor commitment, and lower-quality local government units must effectively tackle bureaucratic red tape and resource shortages to enhance the performance of dedicated public servants. For instance, long wait times for services and repeated errors in paperwork hinder efficient performance and must be addressed. By enhancing these services and addressing inefficiencies, local government units can nurture a more dedicated and effective workforce.

Employee commitment has emerged as a crucial aspect in enhancing the significant value of civil servants, regardless of the limitations of research specifically focusing on this matter. It derived the significance of studying employee commitment from its successful work performance, as prescribed by various studies. For example, Loan's (2020) research established a strong positive relationship between employee commitment, such as work performance, emotional attachment, and sense of duty, and job satisfaction. The Calapre et al. (2024) study further highlights that employee commitment, building trust, satisfaction, and empowering employees can be assets of a successful organization. Zao and Sang (2023) found that greater employee commitment was connected with positive outcomes, including reduced turnover rates and enhanced performance. Besides being creative and upholding high standards, they have built cordial bonds with their coworkers and operate efficiently, which has a beneficial impact on both their individual performance and the organization success (Pathirage, 2019; Novryanto, 2019; Rosalina, Mulyono, & Wahyono, 2023). The research findings underscore the importance of employee commitment, especially in relation to Sustainable Development Goal (SDG) 11, which focuses on Sustainable Cities and Communities. Radovic (2019) supports the relation that governments have a critical opportunity to understand the interdependencies and necessity of interoperability among the stakeholders in charge of planning and creating sustainable development plans, as well as a high potential for coordination and collaboration across different industries. (SDG) 16 Peace, Justice, and Strong Institution. Coccia (2021) suggests that the connection between reducing poverty and disparity requires strong institutions and tremendous governance, which is especially pertinent to the demands of sustainable development in the Davao region.

This research emphasizes the essential need to analyze factors employee commitment, as it impacts both individual and organizational performance and promotes shared goals. This study builds on this paradigm by highlighting how these interactions occur within local government units, specifically the Davao region, in promoting effective good governance and fostering motivated public servants. Several interrelated factors allow the government employees engagement, which in turn influences their commitment to their roles. Sharma (2021) argues that leadership skills have the power to motivate employees, resulting in increased productivity and efficiency. This, in turn, leads to a higher level of employee commitment. This implies that leadership promoting connection and support results in more dedicated employees in the public

service. Susanto and Nugroho (2021) found that work culture impacts the development of organizations, fostering relational abilities and enhancing employee commitment. Caniago (2023) highlights the impact of work culture, illustrating the characteristics of work arrangements that influence employee's behavior, satisfaction, and feelings towards the organization, thereby enhancing dedicated civil servants.

The practice of motivating people to collaborate to accomplish shared objectives is known as leadership. Leaders increase employee loyalty, optimism, trust, positive emotions, and confidence. Leadership skills are perceived in diverse ways by individuals; however, there is a common consensus regarding their critical role in influencing the accomplishment of an organization. Since the relative availability of leadership abilities and the fluctuating nature of people perceptions of leadership, this is understandable (Darma et al., 2020; Pursiadi and Darma, 2020). Moreover, not a new idea or occurrence, leadership skills are not universally understood. However, several leadership skills are often considered group skills. These are interpersonal, conceptual, and administrative skills.

Administrative skills encompass the essential competencies necessary for a supervisor in a local government unit to manage the organization and achieve its goals. Regardless of their specializations, administrative skills are considered the primary engine that organizations rely on to achieve their objectives, make the best use of resources, such as time and energy, and avoid wasting different resources and commodities. This is essential to improve overall performance, adapt to the environment, ensure survival and stability, provide better services to customers, achieve customer satisfaction, enhance the organization reputation, and utilize innovative technologies to boost performance levels, and offer continuous support to its employees (Alsakarneh et al., 2024). Furthermore, the organization gains a competitive advantage from its inherent ability to create and innovate, and its difficulty scarcity of imitation, and its capacity for learning and skill acquisition (Al-Zoubi and Shatnawi, 2022). Hence, it is essential to emphasize the importance of excellent communication among employees since it leads to the alignment of interests (Deimen & Szalay, 2019).

Interpersonal skills, sometimes referred to as people skills, are abilities that enable supervisors to work effectively with peers, subordinates, and superiors to achieve the organizations

set goals. Strong interpersonal skills will help you develop as a leader and perform well at work by improving your social relationships. Special skills are essential as they enable individuals to demonstrate the technical knowledge they have acquired, allowing them to showcase their abilities and distinguish themselves from others.

Base on the study of George Bradly (2020), the core of interpersonal leadership involves guiding individuals while also empowering them to reach their fullest potential. This process ensures that a shared purpose is fulfilled and goals are accomplished. Sato, Nakamuro, and Owan (2019) highlight that, although the literature provides extensive information and evidence about the significance of communication and interpersonal skills for success in the workplace, further research on this topic remains essential. Relationships among coworkers, superiors, subordinates, and government agencies are all imperative. Interpersonal skills in the workplace include both bureaucratic and impersonal elements (Hardjana, 2019).

Conceptual skills engage critical thinking and the cognitive aspects of a supervisor in making a vision or strategic plan for the organization. As a result, the supervisor is supposed to exercise critical thinking and evaluate the organization current course. According to Griffith, Baur, and Buckley (2019), strategic planning is the creation and implementation of extensive plans that address changes in top management roles. This implies that the emergence of alternative invested capital global organization leadership programs through distinct steps of interpretation to address practical challenges related to risk and talent development, as well as to take advantage of Potential benefits, is connected with conducting a comprehensive leadership pipeline. Furthermore, conceptual skills and creativity allow a manager or leader to thoroughly understand how they collaborate to achieve the objectives set by the company (Kimaru et al., 2020). Supervisors must be better at managing the company; they have a solid understanding of the foundations and a distinct vision for the organizational future (Trivedi, 2019).

The strongest foundation of a local government unit to achieve successful objectives is the dedication and commitment of employees. Commitment is a sincere endeavor that involves people devotion to achieving goals and giving the organization the desire to become more successful, productive, and efficient. Indeed, a good and strong supervisor is an aspect of a powerful public servant, which directly affects the success phases, including efficiency. Hence, it is essential to

identify the conception of commitment and its definite result. Employee commitment also includes acceptance of the organization principles, readiness to put in effort to meet its goals and objectives, and a strong desire to stay with the company (Khan and Iqbal, 2020a). Numerous studies have examined the concept of employee commitment: affective, normative, and continuance commitment.

As formerly mentioned, three theories are currently in use: affective commitment, normative commitment, and continuance commitment (ali et al. 2021).

Affective commitment relates to the number of employees who stay if they feel a strong emotional bond with their organization. Affective commitment also entuses individuals to put in a lot of determination to support their employers goals, and contribute to the success of the public services (Hashmi, Ahmad, & Nawaz, 2021; Ullah, Kamran, Akram, Nawaz, & Rehman, 2021). In addition, reduced staff turnover, more dedication, and higher job satisfaction should all result from affective commitment (Javeria, 2013; Khan & Iqbal, 2020b). Additionally, they often recognize the organization's objectives, in believe in them, and find fulfillment in their work. An employee who demonstrates affective commitment to their employer tends to have a strong sense of identification with the organization and its objectives. As a result, they may choose to decline offers from other companies, even if those offers come with a more attractive financial package (Anwar & Abdullah, 2021).

Continuance commitment refers to an employee decision to remain in a role, which is heavily influenced by the organization policies and practices. Moreover, continuance takes into account the notion that people are reluctant to leave a job because they fear losing their benefits, receiving a wage decrease, and not being able to find another one. The longer you work in the organization, the more profit you acquire. This means that the longer the work is done in the organization, the more benefits will be received, and more specific skills will be acquired. Employees who are committed to sticking with a company but are disengaged from their work could pose an issue for the organization (Teo et al., 2020). Indeed, when alternative employment isn't sought, they are willing to stay; nonetheless, if a better offer comes in the future they cannot consider your decision carefully before leaving. Additionally, an employee who is secured to the organization is bound to wait (Kowalczyk & Kurcharska, 2020). Tamer and Akyurek (2021) argue

that in continuous commitment, members are committed to the organization and do not want to leave because doing so would expose them to potential troubles.

Normative commitment involves valuing loyalty and methodically rewarding staff members through incentives, awards, and other tactics. The likelihood of loyal workers sticking with their companies is higher. Hence, employees who are normatively committed feel guilty about the idea of leaving their employer because they think it would be a terrible mistake (Kowalczyk & Kurcharska, 2020). Employees might feel remorseful about leaving the organization, then be afraid they will abandon an opening in information that will overwhelm their collaborator. On the other hand, Suntanto and Setiadi (2021) propose that employees with a normative commitment or those who are more concerned with high pay will be more likely to watch out for particular categories or seek positions outside of companies that can afford to pay high salaries. Moreover, this type of stress makes it harder for employees to produce their best work, which indicates their regret for quitting their positions (Teo et al., 2020).

Work culture refers to the way people behave within a company and the level of importance they attach to such conduct. The organization vision, conventions, systems, language, symbols, presumptions, beliefs, and habits are all part of its culture. Employee retention is the striving of an industry to preserve a workplace that encourages current employees to stay with the company. Work culture is a powerful tool for coordinating employee efforts and elucidating crucial concerns, which reduces expenses and eliminates inefficiencies due to tight and immediate supervision.

Congruently, work culture is closely linked to ethics and the environment that shapes people sense of life, influencing their attitudes and behavior at work. Work culture is essential in shaping how individuals perceive and reason within their environment, as well as in enhancing the overall business cycle. It fosters an ideal working situation characterized by strong interpersonal skills and trust (Susanto and Nugroho, 2021). Additionally, work culture affects various organizational outcomes, including the efficiency with which the team implements the organization strategies (Reddy & Scheepers, 2019). This implies that the idea is supported by studies that showed little empirical knowledge of work culture in public organizations.

Numerous studies have demonstrated that work culture can enhance employee motivation, productivity, and well-being (Yusriadi, Amirullah, & Rahman, 2019; Kanto, Wisadirana, Chawa,

& Umanailo, 2020). According to Wardani et al. (2020), unfavorable work settings can lead to various problems, elevated stress levels, illnesses, and poor worker productivity. The organization constructing a conducive working environment that improves employee's welfare, increases productivity (Solekah & Rizalie, 2022; Putri, 2023), and enriches service quality (Purnawan, Jasfar, & Hady, 2019). What's more, an organization culture is a crucial component that influences and directs its conduct. Culture is composed of three levels: underlying assumptions that direct organizational behavior and principles, artifacts, and ideals. A positive workplace culture increases employee and organizational effectiveness, which in turn boosts engagement and productivity levels, ultimately increasing the overall performance of the business.

Besides, workplace culture organizations can focus on enhancing the social, psychological, and physical work environment to foster a positive work culture. This can involve creating welcoming and well-equipped work environments, setting rules and guidelines that encourage work-life balance and employee involvement, and calming an environment where coworkers respect and inspire one another (Putri, 2023).

This study was anchored on the trait theory of Thomas Carlyle (1800). This theory evaluates the skills of a supervisor based on their capabilities to lead the organization to higher performance. If a leader leads by example, followers will be inspired, which will create a sense of need among them and increase employee commitment (Kim & Beehr, 2020). Another significant factor affecting employee commitment is work culture. Work culture tends to create emotional relationships and guiding principles, with the relationship between people and organizations being directly impacted by cultural development (Giao et al., 2020). This is supported by the social exchange theory, whose proponents are George Homas and Peter Blau. Blau contended that social exchange theory is the fundamental social value system that governs relationships among people within groups and between groups. His research

findings demonstrated how organizational traits like worker status and occupational rank relate to social interactions (Dillion, 2014). Therefore, work culture tends to emotional bonds and ideals; thus, the relationship between people and organizations is a direct result of cultural development. Indeed, a work culture capable of creating a strong team within an organization and long-term staff

retention. In addition to this, culture not only boosts morale but also motivates commitment to accomplish work.

In addition, Abraham Maslow theory of leadership (1970) outlines the supervisor leadership model, which helps identify the strengths and weaknesses of employees, enabling them to be more productive and successful. This theory is also supported by Ying and Zaman (2009), who state that leadership behavior affecting commitment will foster trust in other working units as well as inside the organization, demonstrating the concern of supervisors.

In line with this, leaders can start leveraging employee commitment to produce positive organizational outcomes, such as improved staff retention, increased employee satisfaction, higher customer satisfaction, and better financial performance, once they are aware of the pillars of commitment. Aggarwal, Chanf, Jamb, and Mittal, (2020) highlights the several approaches that strengthen leadership skills and employee commitment. Mwakisaghu (2019) stated that trust has a huge impact on judging leadership success when followers or subordinates push a leader, particularly in organizational changes that need to be made. Effective leaders will positively transform the workplace culture of the firm.

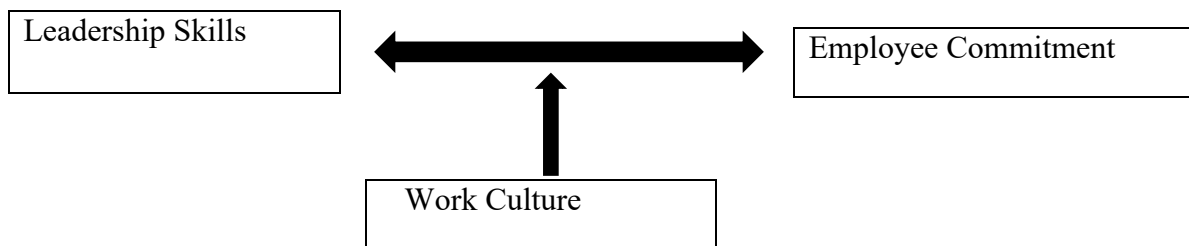


FIGURE 1
CONCEPTUAL FRAMEWORK OF THE STUDY

This research presents a conceptual framework that examines the influence of employee commitment, a crucial internal factor, in relation to the study findings. The first external factor of employee commitment makes it clear that leadership skills have a positive effect on employee performance. The framework of leadership skills, along with the extent to which commitment influences behavior, should be carefully considered by supervisors to achieve organizational

objectives (Theo et al., 2020). The second external factor of employee commitment, according to Korzynski et al. (2020), claims that there is a connection between workplace culture and employee dedication. The interplay between workplace culture and employee commitment highlights the crucial role of a positive organizational environment in success. Saleem et al. (2020) suggest that workplace management is a positive work culture that supports commitment and engagement. These interconnected factors are the basis of this study framework in assessing the influence of employee commitment within public organization.

The urgency of this study comes from a significant research gap in understanding the specific factors that influence employee commitment within employees of local government units (LGUs) in Davao City. Further, employee commitment has been broadened in the context of studies; the diversified contexts faced by local government units in Davao City, Region XI, including behavior, job uncertainty, mistrust, and service quality, remain underexplored. This urgent gap research seeks to identify administrative strategies that effectively address existing barriers, enhance employee commitment, and ultimately promote overall organizational welfare. Given employee commitment and the crucial role in accomplishing Sustainable Development Goal 11 (SDG 11), Sustainable Cities and Communities, and SDG 16, Peace, Justice, and Strong Institutions, this research is suitably aligned with wider social goals to produce strong public organizations with excellent service to the communities especially in promoting healthy working relationship at work.

The objectives of this study are to scrutinize the significant relationship of leadership skills and work culture on employee commitment in a local government unit. The specific objectives include the following: firstly, to describe the level of leadership skills of supervisors in terms of administrative, interpersonal, and conceptual skills. Secondly, to measure the level of work culture in a local government unit in terms of organizational decisions, teamwork, job factor, physical work condition, and compensation/benefits. Thirdly, to determine the level of employee commitment in terms of affective commitment, continuance commitment, and normative commitment. Fourthly, to determine the significant relationship between leadership skills, work culture, and employee commitment. Lastly, to determine which variables best influence employee commitment.

This study holds great significance in global and social relevance, particularly in understanding the implications of employee commitment. By addressing crucial issues like contagious employee commitment, the study contributes to the importance since the study variables have been widely used in the body of knowledge in the area of international studies, while bringing with it Sustainable Development Goal (SDG) 11, which promotes understanding of opportunity and necessity among stakeholders who have control in planning and creating sustainable development plans for organizations. SDG 16 which promotes societal goals and fosters resilient public administration and better communities.

The study highlights the relationship between leadership skills and work culture in shaping employee commitment. These studies will further open doors for future researchers to refine and expand studies in relation to leadership skills, employee commitment, and work culture. This information may serve as a valuable resource for understanding public administration and may facilitate enhanced performance and efficiency in managing human resources. Specifically, it addresses the welfare of personnel within government agencies and outlines potential programs for future implementation.

II. METHODOLOGY

Research Respondents

The 120 respondents in this study were the supervisors of the local government unit of Davao City, who came from different offices within the local government unit.

This includes male and female employees from 35 to 55 years old who were under permanent status as of June 2014. The researcher used the complete enumeration method to select the study respondents. The researcher reviewed previous studies highlighting the significance of sample adequacy in establishing a clear understanding of the process. . It was necessary to have an adequate sample size. Molwus et al. (2013) suggested a range of 100 to 400 for achieving accurate estimation. A sample size of 120 was selected for this study in accordance with these

recommendations to ensure methodological accuracy and enhance trust in the dependability of the findings.

The respondents' selection, a stratified random sampling technique, as suggested by Arunachalam (2023), was employed. The process involved choosing the total population of supervisors into strata based on their individual offices, warranting comparative representation.

This approach emphasizes the fact that each office representation in the sample was proportionate to its population size and suited the accuracy of the error estimation.

Materials and Instrument

The researcher had used sets of questionnaires from the web. However, some items were modified and revised to implement the study. The distributed questionnaire has three parts. The first part asks about the leadership skills of the respondents; the second pertains to the employee commitment of the supervisor, and the third part refers to the work culture of the local government unit. The adapted and modified questionnaire was a self-rating instrument designed to assess each question based on the respondents' state of mind and experiences. Thus, the outcome results depend upon the respondents; answers to the questions.

The three-part questionnaire had been submitted to four internal and one external validators for comments and recommendations to determine the content validity of the questionnaire items. The adviser's recommendations guided the implementation of its revisions before the data collection. The revised paper incorporates the findings, mistakes, comments, and suggestions offered by the expert validators. Sensitive questions had been rephrased or deleted. The overall result of the validation was 3.57, which was described as a good validity index. The questionnaire was also presented in simple directions, and items were written in clear language.

Design and Procedure

The researcher applied a quantitative, descriptive study approach. This study employed a descriptive, non-experimental research design utilizing a correlational technique. This had been used to determine the level of leadership skills, employee commitment to the supervisor, and work culture of the local government unit. According to Aggarwal (2008), Salaria (2012), and Best and Kahn (2007), states that a descriptive data gathering was done without altering the environment. The descriptive survey method was utilized to describe and interpret the data in its original form. The study, scheduled for the summer of the 2024-2025 academic year, began after receiving panel approval. The research was conducted by seeking approval from the dean of the University of Mindanao, the professional school, and the Municipal Administrator of Davao City. The researcher submitted the pertinent documents to the ethics committee for assessment.

When the approval had been obtained the researcher sought the consent of the concerned municipal administrator in the local government unit pertaining to the conduct of the study and the involvement of the target employees as respondents. At the end of the study, the completed questionnaires were shredded since they had fulfilled their purpose. Similarly, any soft copies of the data were destroyed or deleted from hard drives where they could be saved. The researcher collected and interpreted the data with the help of the assigned statistician to determine the findings. Similarly, the researcher utilized a correlational technique. It will be used to show the relationship (positive or negative correlation) between variables through the analysis of data that will provide new insights and views about the relationship of the three variables. Leedy and Ormrod (2010) and Carlson (2017) explained that correlational research is non-experimental research that measures the statistical connection between uncontrollable factors.

The analysis followed the guidelines given by the University of Mindanao Ethics and Review Committee (UMERC) to ensure the production of ethically specific findings. This process encourages voluntary participation in data collection; names are excluded to protect respondents' identities and reduce potential conflicts during data collection. The researcher secured respondents consent to ensure understanding of the study. After the study was completed, the questionnaires were shredded because they had served the purpose of the study. Similarly, any soft copies of the data were destroyed or deleted from hard drives where they could be saved.

The research employed important procedures to avoid plagiarism, securing basic elements to detect possible plagiarism, and using tools such as Grammarly and Turnitin to detect plagiarism. The researcher strictly complied with the rules and regulations related to data collection, particularly regarding online sharing. They ensured that all respondents understood the terms of these guidelines. This study will be conducted with integrity, free from plagiarism or research misconduct findings. With that concurrence, compliance with the University of Mindanao Ethics Review Committee (UMERC) issued a Certificate of Approval on April 22, 2024, approving the Implementation of the research study entitled Leadership skills and work culture as predictors of commitment among local government unit employees. The certificate was signed by Normeliza E. Morales, Ph.D., certifying the ethical compliance of the study within the specific approval period.

The study utilized a quantitative, descriptive technique. The main objective of this study was to examine the composite interaction between variables. The research has been conducted during the summer of the 2024-2025 school year. The research used ethical standards, as validated by the approval of the University of Mindanao Ethics and Review Committee (UMERC) Protocol No. UMERC-2024-191.

Moreover, before distributing the questionnaires, the researcher conducted a pilot test to guarantee there would be no issues with the real study participants completing the questions. The data analysis process utilized statistical techniques, including means, Pearson r , and regression analysis. This study highlights ethical considerations, processes of voluntary participation and anonymity, and concrete methods to elicit conflict of interest and plagiarism during observations.

A pilot test had been conducted before the actual distribution of the questionnaires to avoid problems in answering the questions by the actual respondents of the study. The study questionnaire reliability had been evaluated using the Cronbach alpha coefficient, assessing the internal consistency of the scales in the measuring instrument. The results indicated a reliability score of 0.934, confirming the questionnaire validity for distribution, and no variables or items were altered. The tools mentioned were derived from an analysis of the supervisor leadership skills, employee commitment, and the work culture within the local government unit.

Statistical Analysis

The researcher analyzed the respondent's responses using a comprehensive scale. The scale ranged from a very high level for the independent variables (such as leadership skills of the supervisor of the local government unit (LGU), employee commitment as dependent variable, and work culture as a moderating variable, with a mean score between 4.20 and 5.00, indicating a very high level. A mean score of 3.40 – 4.19 indicates a high level of the variable usually seen. A moderate level is specified by a range of 2.60 - 3.39, where people occasionally exhibit the variables. A low level, where respondents rarely exhibit the occurrence of the scenarios, is indicated by range of 1.80 – 2.59. Eventually, a mean value ranging from 1.00 to 1.79 signifies a very low level, where the occurrence of the variables was barely verified.

The statistical tool was used in interpreting the gathered data were the following:

Mean - This will be used to determine the average level of leadership skills, work culture, and commitment among employees in a local government unit.

Pearson r - It is the measurement in testing the statistical relationship between two variables. It was used in determining the relationship between leadership skills, work culture, and commitment among employees in a local government unit.

Regression analysis - It estimates the relationship between a dependent variable and one or more independent variables. This will be used to examine the significant influence of leadership skills, work culture, and commitment among employees in a local government unit.

Cronbach Alpha - Testing the validity and reliability of the scales used to measure the independent variable leadership skills, the dependent variable employee commitment, and the intervening variable work culture for the results of the research study. Cronbach alpha will be used to assess the reliability of the scale, and factor analysis will be conducted to evaluate validity.

III. RESULTS AND DISCUSSION

This section presents the results, interpretations and discussions of findings on the leadership skills, work culture and employee commitment, both encompassing quantitative components of the study

Leadership Skills among Employees of Local Government Unit

Exhibited in Table 1 is the descriptive statistics for evaluating the leadership skills among employees of the Local Government Unit. The overall standard deviation is 0.83, and the mean score is 3.44, indicating a high level of leadership skills. This means that the indicators demonstrated by the respondents. The overall mean was the result of the indicators attached to this study. The analysis of interpersonal skills indicators reveals a strikingly positive picture, with an impressive mean score of 4.24, which underscores the exceptional proficiency in this area.

The consistent standard the deviation of 0.71 further emphasizes the reliability of these findings, indicating that individuals demonstrate a uniformly high level of interpersonal abilities. The very high rating highlights the importance of effective communication and collaboration in personal and professional contexts, but also suggests a strong foundation for building meaningful relationships. Overall, these insights suggest that adopting such skills can lead to interactions and greater success across various facets of life, influencing the performance of individuals. It means both are equally important qualities.to acquire the skills to become a good leader. The overall high rating of the respondents on the leadership skills attests that these variables are often manifested.

In contrast, administrative skills received the lowest scores, with a standard deviation of 0.45 and a mean of 4.07. These skills were characterized as having a high descriptive level and remain significant for supervisors of local government units. The standard deviation skills illustrate some variability in responses, particularly conceptual skills (SD=0.44), and assert that these skills are also practiced among respondents. It shows all indicators fall under a high descriptive level, emphasizing supervisor quality skills and shared attributes.

TABLE 1
LEADERSHIP SKILLS AMONG EMPLOYEES IN LOCAL GOVERNMENT UNITS

Indicator	SD	Mean	Descriptive Level
Interpersonal Skills	0.71	4.24	Very High
Conceptual Skills	0.44	4.17	High
Administrative Skills	0.45	4.07	High
Overall	0.83	3.44	High

The very high level of leadership skills, specifically in interpersonal skills, implies that supervisors have emotional intelligence to sense the empathy to build good rapport and relationships where employees feel satisfied, valued, and contented. This method of leadership enhances commitment and dedication, influencing good performance. On the other hand, the lowest scores mean that there is a need for improving and strengthening skills, which can empower employees more significantly.

Concurrently, the results of the study are connected with Agbanusi (2021) study, which argues that employees must grasp the values of consent and practical training approaches to enhance domestic growth and the success of its individuals. Day et al. (2021) reiterated that leadership skills are essential for families, communities, and societies to function and bring about positive changes in the world. Considering how much the world has changed, it is clear that people from all walks of life need to be better prepared to exercise leadership skills.

It is essential to establish an engaging and imaginative environment that fosters group decision-making and, in the process, pushes staff to adopt a more global viewpoint (Guzman et al., 2020). This finding suggests that development needs to be based on behavior, social, emotional, and cognitive skills, as well as managerial qualities like self-awareness, openness, confidence, and inventiveness, because leaders are the ones who exhibit these traits the most.

Work Culture in a Local Government Unit

Revealed in Table 2 is that work culture in the Local Government Unit is indicated as high, with an overall standard deviation of 0.35 and a mean of 3.96. The results showed that the teamwork indicator obtained the highest scores with a standard deviation of 0.42 and a mean of 4.14, which was described as high. The response attributed by the respondents. Teamwork is crucial to human growth, evolution, and an organization ability to survive. This suggests that while the team-based structures have become genuinely effective, there is still more work to be done. Teams within an organization must have clear aims and objectives. The aims and goals must be quantifiable, engaging, and shared with the team at all times.

These aims and objectives must align with the organization beliefs, culture, and strategies, and strengthen the financial outcomes. On the contrary, the work culture indicator compensation/benefits garnered the lowest scores among all indicators, with a standard deviation of 0.62 and a mean of 3.65, and respondents; responses were rated as high. This means that the work culture of the local government unit often manifests the feeling that its work culture is good, and it reflects most of the items.

TABLE 2
WORK CULTURE AMONG EMPLOYEES IN LOCAL GOVERNMENT UNIT

Indicator	SD	Mean	Descriptive Level
Organizational Decision	0.49	4.12	High
Teamwork	0.42	4.14	High
Job Factor	0.50	4.13	High
Physical Work Condition	0.43	3.9	High
Compensation/Benefits	0.62	3.65	High
Overall	0.35	3.96	High

These findings suggest that work culture in the local government unit is vigorous in terms of teamwork. The high mean scores indicated an organizational decision, job factor, and physical work condition. This grid offers a framework for internal discussions within the organization, as well as a way to justify the selected course of action. Therefore, having concerns about the future requires being involved, thoughtful, and organized. These findings relate to the study of Waples and Brock. Baskin (2021) states that everything in an employee environment has the potential to interfere with their performance of the prescribed task, including music, lighting, cleaning, and other distractions.

To boot, a company will achieve greater success by reducing the frequency and severity of work-related injuries, illnesses, and stress-related conditions, while also enhancing the quality of life for its employees (Park, 2020). Peracek (2020) asserts that one of the most important fundamentals for achievement is human capital and their motivation to work and that is one of the most efficient ways to influence human capital within the organization. The findings indicate that the work culture of the local government unit is highly standard, as demonstrated by their positive response to fostering a harmonious environment for achieving organizational success.

Commitment of Employees in Local Government Units

Illustrated in Table 3 is the result of the descriptive statistics on assessing the commitment of employees in local government units. The overall mean obtained a standard deviation of 0.53 and a mean value of 3.66, which the descriptive statistics interpreted as high; the findings imply that commitment is manifested. The indicators of commitment are implicit as follows: Affective commitment had a standard deviation of 0.63 and a mean of 3.44, which is described as high; normative commitment obtained a mean of 3.79 and a standard deviation of 0.55, which is also described as high. The indicator results show that employee commitment is often manifested, meaning employees' expense-oriented interpretation, association with the organization, and utmost dedication.

TABLE 3
COMMITMENT AMONG EMPLOYEES IN LOCAL GOVERNMENT UNITS

Indicator	SD	Mean	Descriptive Level
Affective Commitment	0.63	3.44	High
Continuance Commitment	0.71	3.75	High
Normative Commitment	0.55	3.79	High
Overall	0.53	3.66	High

The high level of employee commitment, particularly the importance of co-accomplishments and inventiveness, encouraged the creation of better conceptions for the betterment of the organization. As previously explained, employees are crucial to the development of a productive workplace.

These findings align with existing studies in the literature: employee commitment duplicates a high standard of integrity that reflects decency, regard for the profession, and competence. The results of the survey support research conducted by Wang, Albert, and Sun (2020), which shows that boldness of commitment raises public awareness of high-caliber work to a significant degree.

This suggests that the value of commitment always strengthens employees’ intrinsic motivation to work hard and achieve excellent results.

Anent to this, Cabrera and Estacio (2022) state that employees’ mental state, as evidenced by their ability to concentrate and sense of dedication, is linked with the organization mission. It has been observed that organizations with more dedicated workers than those with fewer dedicated workers have a stronger competitive edge and a greater survival rate than those with fewer dedicated workers. Another study by Cholis and Andayani (2021) suggests that the effectiveness and efficiency of an organization workforce have a direct impact on its success. A higher level of employees’ commitment will also help the organization ability to retain workers and advance into the global marketplace.

Relationship of Leadership Skills and Employee Commitment

Displayed in Table 4 is the regression analysis conducted to test the hypothesis of a significant positive relationship between leadership skills and employee commitment among the supervisors of the local government unit. Analysis presents when regressing leadership skills ($r=0.124, p=0.001$) and employee commitment ($r=0.003, p>.05$); the findings indicate that leadership skills and employee commitment are significant. This led to the acceptance of the null hypothesis, which states that leadership skills have no significant positive correlation with employee commitment of supervisors in local government units.

TABLE 4
SIGNIFICANT RELATIONSHIP OF LEADERSHIP SKILLS
AND EMPLOYEE COMMITMENT

Indicator Commitment	Affective Commitment		Continuance Commitment		Normative Commitment		Employee	
	r-value	p-value	r-value	p-value	r-value	p-value	r-value	p-value
Administrative Skills	0.157	0.087	0.068	0.066	.227*	0.013	213*	0.019
Interpersonal Skills	-0.07	0.444	0.006	0.945	0.056	0.54	0.007	0.95
Continuance Skills	0.013	0.445	0.106	0.431	0.159	0.238	0.143	0.288
Leadership Skills	-0.124	0.178	-0.004	0.958	0.156	0.09	0.003	0.978

*Significant @ $p\text{-value}<0.05$

These findings support the research conducted by Klein (2023) cited from McGregor X states that leaders must use the right leadership skills to inspire people to work, which increases employee commitment, in order to impact employee satisfaction and commitment. Similarly Cemaloglu, Sezgin, and Kilinc (2012) argued that a sense of freedom and autonomy will boost employee commitment, and that followers may not need to be led or directed by their leaders to form an emotional bond with the company. With the exception of management by exception passively, all leadership dimensions—idealized influence, inspirational motivation, individualized attention, and management by exception actively—have a negative correlation with employee commitment.

An identifiable leader is someone who upholds high moral standards and puts the needs of the group before those of the individual, setting a positive example for their employees (Semedo Coelho & Riberiro, 2019). Furthermore, employee commitment is greatly impacted by leaders, and organizational policy makers must determine what sorts of leadership skills are suitable to deploy in order to accomplish their goals Wiza & Hlanganipal (2014). Employees will be more

actively involved in their organizations if their leaders value them as key assets, make them feel important, and show interest in them.

Significant Relationship between Work Culture and Employee Commitment

Shown in Table 5 is the significance of the relationship between different dimensions of work culture and employee commitment among supervisors of local government units. The significance level indicates ($r=.308^*$. The results demonstrate a strong and positive correlation between the work culture and supervisors employee commitment in local government organizations. $p.0.001$) and the employees commitment $r=.394^*$ $p.0.000$). The results demonstrate a strong and positive correlation between the work culture and supervisors employee commitment in local government organizations. Each dimension of work culture, such as organizational decision, teamwork, job factor, physical work condition, and compensation/benefits, shows significant positive correlations. These findings reject the null hypothesis and emphasize that work culture influences employee commitment.

TABLE 5
SIGNIFICANT RELATIONSHIP OF WORK CULTURE
AND EMPLOYEE COMMITMENT

	Affective Commitment		Continuance Commitment		Normative Commitment		Employee Commitment	
	r-value	p-value	r-value	p-value	r-value	p-value	r-value	p-value
Organizational Decision	0.08	0.386	0.119	0.194	.382*	0.000	.214*	0.019
Teamwork	0.174	0.058	0.033	0.72	.362*	0.000	.207*	0.024
Job Factor	-0.147	0.109	-0.065	0.479	0.067	0.465	-0.064	0.0488
Physical Work Condition	.396*	0.000	.316*	0.000	.442*	0.000	.446*	0.000
Compensation/Benefits	.426*	0.000	.337*	0.000	.529*	0.000	.498*	0.000
Work Culture	.308*	0.001	.232*	0.011	4.99(0.000	.394*	0.000

*Significant @value<0.05

The findings of this study align with those of Tayfun and Oneren (2021), who state that employee performance is associated with job satisfaction. Work culture creates an atmosphere that lures, develops, and inspires its employees; commitment. In addition, the study conducted by Sarhan et al. (2020) indicates that work culture can strengthen a positive personality, such as employee

commitment, to make it a long-term investment strategy to raise worker productivity. The research by Urinov, (2020) highlights that work culture not only boosts morale but also determination and strengthens commitment, through an overall work mentality developed towards employees. In addition, all indicators of this study highlight an important aspect of work culture and employee commitment, fostering engagement, dedication, and commitment that boost customer satisfaction and organizational success.

Significant Influence of Employee Commitment as Predicted by Work Culture

Featured in Table 6 are the findings of regression analysis showing the significant influence of employee commitment as predicted by work culture variables, including organizational decision, teamwork, job factor, physical work condition, and compensation/benefits on employee commitment. The result entails that five (5) variables are found to be significant predictors of employee commitment, having an F-value of 14.205 with a p-value less than 0.05.

The analysis revealed that when organizational decision, teamwork, job factor, physical work condition, and compensation/benefit are regressed with employee commitment, it generates a computed R value of coefficient of determination value of 0.384, which implies 38.40 percent of the variance of work culture is attributed to organizational decision, teamwork, job factor, physical work condition, and compensation/benefits. This means that 61.60 percent of the variable can be attributed to other variables not covered in the study. As revealed in the F-value 14.205. Organizational decisions, teamwork, job factors, physical work conditions, and compensation/benefits influence employee commitment.

TABLE 6
SIGNIFICANT INFLUENCE OF EMPLOYEE COMMITMENT
AS PREDICTED BY WORK CULTURE

	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t-value</i>	<i>p-value</i>
(Constant)	1.447	0.469		3.085	0.003
Organizational Decision	0.138	0.108	0.125	1.276	0.205
Teamwork	0.039	0.113	0.049	0.341	0.734
Physical Work Condition	-0.295	0.099	-0.277	-2.966	0.004
Job Factor	0.425	0.101	0.346	4.203	0.000
Compensation/Benefits	0.316	0.073	0.368	4.311	0.000

R-value = 0.384
 F-value = 14.205
 P-value = 0.000

The null hypothesis that there is no influence is rejected because it's significant. The overall significant level of each relationship is indicated as $p < 0.000$, leading to rejecting the null hypothesis and confirming that employee commitment positively influences work culture. The findings suggest that employee commitment has a positive influence on work culture in the public sector; altering the workplace culture environment will be conducive to working.

The findings of this study affirmed by the research conducted by Gong et al, (2020), which demonstrates that commitment and organizational trust are interrelated concepts that are essential for promoting organizational effectiveness. Employees tend to exhibit higher levels of engagement and productivity when they actively support their leaders, colleagues, and the overall objectives. In addition, Siri (2020) stresses that a worker who is highly committed to their work would convey exceptional achievements. The findings focus on how the general public views workers' commitment to sustain confidence, dedication, and performance-based administration. Employees who are committed and enthusiastic workers will undoubtedly work carefully and produce the highest caliber of products and services.

Test of the Significant Influence of Employee Commitment as Predicted by

Work Culture and Leadership Skills

Presented in Table 7 are the results of regression analysis showing the significant influence of employee commitment as predicted by work culture and leadership skills. The results show that the two variables are major predictors of employee commitment, taking an F-value of 11.678 with a p-value of less than 0.05. The analysis revealed that a decline in work culture and leadership skills, combined with employee commitment, results in a coefficient of determination (R^2) value of 0.168. This indicates that 16.80% of the variance in work culture and leadership skills can be attributed to employee commitment. This means that 83.20 percent of the variable can be attributed to other variables not covered in the study. As revealed in the F-value 11.678 ($p < 0.01$). The result is significant since the null hypothesis of no significance is rejected.

TABLE 7
TEST OF THE SIGNIFICANT INFLUENCE OF EMPLOYEE COMMITMENT AS PREDICTED BY WORK CULTURE

	B	SE	BE	t-value	p-value
(Constant)	1.374	0.51		2.693	0.008
Leadership Skills	0.073	0.057	0.113	1.279	0.203
Work Culture	0.641	0.133	0.425	4.833	0
R2 = 0.168					
F-value = 11.678					
P-value = 0.000					

The study analysis has shown a significant positive correlation between employee commitment as predicted by work culture and leadership skills. The overall significance level for each relationship is indicated by, leading to rejecting the null hypothesis and concluding that employee commitment positively influences work culture and leadership skills.

The findings of data analysis will correspondingly align with the study conducted by Otache (2019), which indicates that the contextual elements, including gender, vary across different geographical regions and influence the impact of cooperation on organizational performance. It was also supported by the research of Chen and Hou (2020), who revealed that employee commitment remained positively wedged by a collaborative and encouraging work environment. These studies reveal the implications of culture in determining the level of commitment in the government. Additionally, Yildez, Zer, and Aydemer (2022) found that a supportive and cooperative work environment has a major positive impact on employee commitment. Research shows that workplace culture significantly impacts employee commitment, emphasizing the need for organizations to create a supportive environment that fosters pledge and drives success. On the other hand, leadership motivation and a sense of ownership are symbolic outcomes (Bwalya, 2023). This implies that leadership skills are a practical aspect that involves employees in the decision-making process. Similarly, Kim et al. (2021) examine how leadership abilities affect workers ; flexibility and dedication. Leadership skills and employee commitment to innovative work practices are strengthened by emphasizing employee initiative and ownership. This illustrates the importance of employees having the opportunity to drive innovation within the organization (Braojos et al., 2024).

IV. CONCLUSION AND RECOMMENDATIONS

The descriptive findings of the study indicate that local government unit supervisors had a high level of leadership skills. Among the pointers of interpersonal skills, the participant received the highest scores, while administrative skills received the lowest. To recognize employee's contributions, supervisors should recognize the programs in place. This can increase the employees drive and dedication. A positive work atmosphere is created by regularly giving them feedback and showing appreciation.

Over and above that, employees of local government units regularly show a high level of employee engagement; normative commitment received the highest grades, whilst administrative skills received the lowest. The cooperation culture of local government Units, on the other hand, received the highest ratings, whereas pay and perks received the lowest. The inferential analysis

revealed a strong positive correlation between employee commitments and work culture among employees of the local government unit. The correlation analysis revealed a strong and statistically significant relationship between leadership skills and employee commitment, which supports accepting the null hypothesis. Similarly, several characteristics of the work culture, such as organizational decisions, teamwork, job factors, physical work conditions, compensation/benefits, and employee commitment, have shown significant positive relationships. The findings indicated that leadership skills, such as administrative skills, interpersonal skills, and conceptual skills, were not statistically significant to employee commitment. The regression analysis results revealed that three variables demonstrate a connection in the local government units based on the gathered data findings.

The findings of the study: the researcher proposed the following recommendations:

Firstly, the supervisor do recreational activities, such as sports festivals and team-building exercises. This will also help to establish healthy work relationship among co-workers to feel valued, happy, and satisfied in the workplace environment which leads to enhance work performance.

Secondly, the supervisor gives rewards and incentives to those employees who exhibit extra role performances, and engaging characteristic to be more committed to accomplishing organizational objective and job quality.

Thirdly, the supervisors encouraged to actively participate in developing a positive workplace culture through collaboration and open communication to have better opportunities and they are more likely to be involved, devoted to their roles. Improved values development and community service initiatives can help employees maintain a strong commitment to public values, compassion, and an interest in public participation

Fourthly, the local government unit must conduct regular training programs and seminars to increase worker's performance, and success. Employees should engage successfully, contribute to organizational goals, and promote public service values at work.

Lastly, portraying exemplary governance requires understanding the methods and mechanisms of effective government, which drives strong, transparent, and effective governance and fosters constituents; satisfaction and sustainable development in the field of public administration.

These recommendations will contribute to more effective, efficient, and dedicated public servants and enhance quality public services, for sustainable community well – being in public administration.

For future Researcher, they may explore other variables that could further explains the relationship between employee commitment, leadership skills and work culture. Researcher may also expanding the study to their local government unit of any government institutions can also help validate and generalize the findings.

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