

## Transformational Leadership, Reward System, and Organizational Climate to Employee Commitment Office Regional Revenue Agency Labuhanbatu Regency

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### Abstract

*This study aims to analyze the effect of transformational leadership, reward system and organizational climate on the commitment of employees of the Regional Revenue Agency Office of Labuhanbatu Regency. This study uses quantitative methods with analytical techniques such as classical assumption test, multiple linear regression, hypothesis testing, and the coefficient of determination. IBM SPSS Software used by researchers to facilitate the process of data processing. The research data was obtained through interviews and distributing questionnaires given to the related employees. The results of this study indicate that all independent variables are partially dependent on the dependent variable, this is evident from the results of the t test which can be described as follows, the value of count transformational leadership variable (X1)  $7.18 > t_{table} 1.66$  with a significant value of  $0.000 < \text{from a probability value of } 0.05$  so it can be concluded that the transformational leadership variable has a positive and significant effect on employee commitment. Mark count reward system variable (X2)  $6.70 > t_{table} 1.66$  with a significant value of  $0.000 < \text{from a probability value of } 0.05$  so it can be concluded that the group cooperation variable has a positive and significant effect on employee commitment. Mark count organizational climate variable (X3)  $11.17 > t_{table} 1.66$  with a significant value of  $0.000 < \text{from a probability value of } 0.05$  so it can be concluded that the organizational climate variable has a positive and significant effect on employee commitment. Simultaneously, the variables of transformational leadership, reward system, and organizational climate have a positive and significant influence on employee commitment. This means that the hypothesis in this study is accepted, as evidenced by the value of  $F_{count} > F_{table}$  ( $86.02 > 2.71$ ).*

### Keywords

leadership, reward system, organizational climate, employee



## I. Introduction

The competitive business environment requires every organization to be able to maintain its existence in order to be able to compete with other organizations. This of course cannot be separated from the role of employees. Employees are an important aspect that is needed by the organization in achieving the vision, mission, and goals that have been determined, for this reason, employees with a high commitment to the organization are needed. Employees with high commitment will certainly provide better performance than other employees. Employee commitment is defined as an attachment between employees and the organization and it reflects more specifically identification with organizational values and acceptance of organizational goals and targets, therefore, when

employees are committed to the organization, he has the appropriate changes in attitude and behavior to achieve in an organization. In addition, their belief in the inherent benefits of employee commitment is consolidated and, as a result, they are willing to exert extra effort to achieve the success of organizational goals, moreover employee commitment is an important component of the overall commitment to the business environment, which in turn makes a significant contribution. to improve the sustainability of the company's performance. According to Miller's opinion quoted by Carolyne, et al (2020: 190) which defines employee commitment as a condition where an employee identifies his goals and desires to maintain his membership status in the organization. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

One of the factors that can have an impact on employee commitment is leadership style. This is in line with the opinion of Thuy, et al (2020:6) which states that leadership style has a major impact on satisfaction, commitment to mergers and joining parties, where the adaptive factor of changes in leadership style greatly affects employee satisfaction and commitment. Leadership can play an important role in the preparation and integration of mergers and acquisitions by helping organizational members achieve common goals and minimizing the adverse effects associated with culture, organizational size, diversity, conflict, change, role modeling, team building, communication, planning and preparation, corporate reputation and demographics (Thuy, et al, 2020:5). Effective leaders are characterized by the level of a leader's ability to adopt a style to meet the demands of the situation in which they work. Different leadership styles are used according to the employee's needs and decision-making power. Employee commitment can be influenced by a lack of direction from the leadership and also the application of a leadership style that is in accordance with the needs of employees in carrying out the tasks that are their responsibility. Leadership style can be used as a benchmark for driving the organization. Employees need to be given the right direction and in accordance with their psychological needs, it aims to make employees feel involved in an organization, so that their commitment to an organization can increase. One leadership style that has a major influence on employee commitment is transformational leadership. Transformational leadership is a type of leadership style that is identified with the personality of leaders who tend to share their goals with their subordinates, transformational leadership styles challenge most of the creativity of followers in solving problems and this is usually enhanced through training and mentoring. One of the characteristics of transformational leaders is that they are able to invite subordinates to think logically, therefore employees can be challenged to think more creatively, then employees develop a strong emotional bond with their leaders and feel that their opinion is important, thus able to respond positively to their leaders' requests (Mohamed, et al, 2018:58). Transformational leadership affects the commitment of an employee in an organization, this is because the transformational leadership style is able to encourage employees to have a vision, mission, and can motivate employees to be able to show their commitment, transformational leadership can also encourage subordinates to think critically in solve problems in new ways. At the Regional Revenue Agency of Labuhanbatu Regency there are several problems related to transformational leadership, such as some employees who have an unfavorable working relationship with their leaders,

Another factor that can affect employee commitment is the reward system given to employees with certain criteria. Some organizations make the reward system one of the main strategies used to create a motivated and committed workforce. The reward system in

an organization is used as one of the most necessary elements to motivate employees to give the best contribution in generating innovative ideas for the progress of the organization. A well-managed reward system can create employee commitment effectively and efficiently which will then have a positive impact on the organization. The reward system is one of the important elements in motivating employees to contribute their best efforts to generate innovative ideas that lead to better organizational functionality (Mugaa, et al, 2018: 40). An effective reward system has three components, namely immediate, short term and Long term, this means immediate recognition of good performance, short term rewards for performance can be offered monthly or quarterly and long term rewards are given to show loyalty over the years, Direct rewards are given to employees repeatedly in recognition of their outstanding performance, such as rewards including being praised by the direct supervisor or can be in the form of tangible prizes such as money or prizes, Short term rewards are also made monthly or quarterly depending on performance, examples of such rewards include cash benefits or special prizes for outstanding performance, rewards should be made for both employees in the organization and teams who perform very well (Carolyne, 2020:190). For the record, the reward system is very important for an organization. While reward systems have the ability to attract the right employees, keep them and continue to motivate them to continue to have a strong commitment to an organization, a poorly structured reward system can result in high turnover, productivity levels, and decreased commitment among employees. with the organization. Therefore, it is important for management to develop a reward system that will have positive consequences for contributing to employee commitment. This will create a burning desire in employees to be creative, innovative and performance-oriented, resulting in a high commitment to put the organization at a competitive advantage in the midst of global competition. At the Regional Revenue Agency of Labuhanbatu Regency there are several phenomena related to the reward system, such as leaders who are indifferent and less concerned about the performance produced by their subordinates, leaders tend to take the extra performance that their subordinates have done normally, so the distribution of incentives is rarely done,

Other dimensions such as organizational climate also have an impact on employee commitment. Organizational climate is defined about how employees view the organization's internal functions such as decision making and setting rules at work, it can also be defined as a set of behaviors that describe an organization (Moslehpur, et al, 2019:3). Organizational climate is used as a marker that distinguishes an organization from other organizations. Organizational climate plays a major role in improving the moral and functional behavior of individuals working in terms of shaping, modifying and changing values, customs, attitudes and behavior (Shobaki, et al, 2018:33). Organizational climate is characterized by rapid organizational change and intense competition that requires an organization to improve employee performance through various means for organizational sustainability in a competitive business environment. Organizational climate generally refers to direct perceptions of the work environment, a positive organizational climate can increase employee commitment, so employees will apply adequate efforts when carrying out the tasks that are their responsibility. At the Regional Revenue Agency of Labuhanbatu Regency there are several phenomena related to the organizational climate, such as the presence of several employees who experience personal conflicts which result in not establishing good relations between these employees which will then make the organizational climate less good.

## II. Review of Literature

Transformational leadership is a leadership style that encourages subordinates to find new ways to solve existing problems and challenges, transformational leadership style also identifies the needs of employees and motivates employees to be more involved in their work in order to produce higher employee commitment. Transformational activities such as intellectual stimulation increase the self-esteem of employees because they are involved in solving existing problems by conveying the message that the leader believes in the integrity and abilities of his subordinates. Transformational leadership refers to an approach in which leaders motivate followers to identify with the goals and interests of the organization and to perform beyond expectations (Buil, 2018:2). Transformational leadership can be measured through several indicators, including: 1) Task orientation; 2) Orientation of working relations between leaders and subordinates; 3) Position power (Nur, et al, 2019: 48). Aditya, et al (2016: 1806) stated that transformational leadership can be measured through: 1) inspirational motivation; 2) Individual considerations. In this study, the indicators from the opinions of the two experts were combined to measure the ability of the transformational leadership variable to influence the employee commitment variable. 1) inspirational motivation; 2) Individual considerations. In this study, the indicators from the opinions of the two experts were combined to measure the ability of the transformational leadership variable to influence the employee commitment variable. 1) inspirational motivation; 2) Individual considerations. In this study, the indicators from the opinions of the two experts were combined to measure the ability of the transformational leadership variable to influence the employee commitment variable.

The reward system is a form of extrinsic reinforcement from organizational leaders in the form of finance, praise, or recognition given to employees for the work they have produced (Omofiwa, et al, 2021: 460). Akpodiete (2020:16) states that the reward system refers to the strategies, policies, and processes needed to ensure that employee contributions in an organization are recognized financially and non-financially. The reward system is related to the formulation and implementation of strategies and policies that aim to reward employees fairly, equitably, and consistently in accordance with the performance they produce for the organization (Myint, et al, 2020:338). The reward system can be measured through several dimensions, such as: 1) Financial rewards, indicators: salary increases, providing allowances and providing incentives; 2) Interpersonal rewards, indicators: recognition given by the leadership to subordinates for the performance achieved by employees and promotions (Elvina, et al, 2018: 30).

Organizational climate is defined as the shared meaning of organizational members attached to events, policies, practices, and procedures experienced by employees and behaviors that make employees feel valued, supported, and expected (Powell, et al, 2021:2). Organizational climate is determined by the quality of the environment at work which is relatively felt by employees and is able to influence employee behavior, the more conducive the organizational climate felt by employees, the stronger employee commitment to the organization will be. According to Davis, et al, quoted by (Riwanto, 2021: 8) organizational climate is measured through several indicators as follows: 1) Organizational regulations; 2) Organizational efficiency level; 3) Relationships among co-workers; 4) The level of leadership participation;

Employee commitment is the extent to which employees identify with the organization and want to continue to actively participate in it, this is a measure of the employee's willingness to remain with the company in the future and reflects the employee's belief in the company's mission and goals, willingness to put forth effort in

achieving it, and intention To continue working with the organization, commitment is usually stronger among long-term employees who have personal experience of success in the organization, and those who work with groups of committed employees (Carolyne, 2020: 191). Employee commitment explains how a worker is dedicated and willing to help the organization where he works in achieving its goals (Omofiwa, et al, 2021: 460). Employee commitment refers to the attitude of employees who give their all at work, this includes things like using time constructively, paying attention to work in detail, making extra effort, accepting change, cooperating with others, self-development, respect for trust, pride in abilities, Seeking improvement and providing loyal support, employees recognize their value to the organization and consciously choose to work for organizations that meet their workplace expectations (Carolyne, 2020: 190). Commitment is the level of employee attachment to an organization, employee commitment can be measured through several indicators, such as: 1) strong belief in the organization; 2) Employees are able to accept organizational goals; 3) willingness to exert considerable effort on behalf of the organization; 4) desire to maintain membership of the organization; 5) Employees have an attachment to the organization (Thuy, et al, 2020: 3).

### III. Research Method

This research was conducted at the Regional Revenue Agency Office of Labuhanbatu Regency, which is located at Jalan Gause Gautama No. 96 Rantaupraptat, Labuhanbatu Regency. This study was conducted to analyze the effect of transformational leadership, reward system, and organizational climate on employee commitment, by making all employees of the local revenue agency office of Labuhanbatu district as the population. Sampling in this study used a saturated sampling technique, which made the entire population as a sample, as many as 90 employees. The data in this study were obtained through primary and secondary data sources. Primary data sources, namely the distribution of questionnaires directly to employees. While the secondary data sources, obtained through interviews conducted with several related employees. To facilitate researchers in processing data, IBM SPSS Software is used as an analysis tool. This study uses quantitative methods, with 4 analytical techniques, including: 1) Classical assumption test (normality test, multicollinearity test, and heteroscedasticity test); 2) Multiple linear regression test; 3) Hypothesis Testing (t test and F test); 4) The coefficient of determination.

### IV. Result and Discussion

Before testing the data in the study, the validity and reliability of the questionnaire was first tested. The validity test was carried out on 30 employees of the Regional Development Planning Agency of Labuhanbatu Regency, using significant criteria  $> 0.5$  (Ghazali, 2018: 51). The results of the validity of this study can be contained in Table 1:

**Table 1.** Validity Test Results

Variable	Total Correlation	Sig Criteria	Information
X1.1	,684	0.5	Valid
X1.2	,765	0.5	Valid
X1.3	,633	0.5	Valid
X1.4	,587	0.5	Valid

Variable	Total Correlation	Sig Criteria	Information
X1.5	,538	0.5	Valid
X2.1	,833	0.5	Valid
X2.2	,516	0.5	Valid
X2.3	,862	0.5	Valid
X2.4	,755	0.5	Valid
X2.5	,862	0.5	Valid
X3.1	,919	0.5	Valid
X3.2	,660	0.5	Valid
X3.3	,757	0.5	Valid
X3.4	,743	0.5	Valid
X3.5	,919	0.5	Valid
Y.1	,919	0.5	Valid
Y.2	,660	0.5	Valid
Y.3	,757	0.5	Valid
Y.4	,743	0.5	Valid
Y.5	,919	0.5	Valid

Information: \*Sig Criteria < 0.5

Source: *Research Results*, 2022.

Reliability tests were carried out to find out the results of consistent measurements when the same measuring instrument was measured, an indicator in the questionnaire was acceptable if the alpha coefficient had a value > 0.6 (Sugiyono, 2016: 130). The results of this research reliability test are listed in Table 2:

**Table 2.** Reliability Test Results

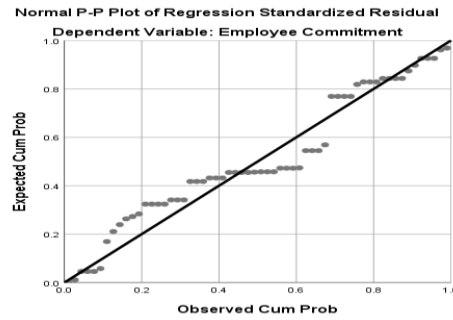
Variable	Croanbach Alpha (CA)	Information
Transformational leadership	,796	Reliable
Reward System	,752	Reliable
Organizational Climate	,806	Reliable
Employee Commitment	,802	Reliable

Information: \*Criteria CA > 0.6.

Source: *Research Results*, 2022

The results of the validity and reliability test of the questionnaire, indicate that all statement items on the questionnaire are valid and reliable, and the questionnaire can be distributed. The next test, classic assumption test with normality test. The results of the normality test of this study can be seen in Figure 1:





Source: Research Results, 2022

**Figure 1.** Graphics P-Plot Normality test

Figure 1. Graphics P-Plot Normality test, shows that the residual points of the regression model that spread follow the diagonal line, it shows that the regression model in this study is normally distributed. Furthermore, a multicollinearity test was carried out, with the research results contained in Table 3:

**Table 3.** Multicollinearity Test Results

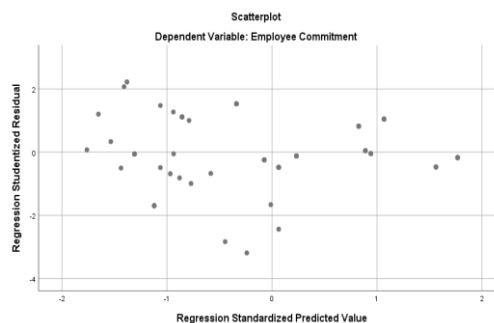
Coefficients <sup>a</sup>			
Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
1 (Constant)			
Transformational Leadership	.000	.964	1.037
Rewards	.000	.999	1.001
Organizational Climate	.000	.964	1.038

a. Dependent Variable: Employee Commitment

Information: \* $p < 0.05$ .

Source: Research Results, 2022

Based on Table 3. Multicollinearity test results, the three independent variables have a VIF value  $< 10$  and a tolerance value  $> 0.1$ . This shows that the data in this study did not experience symptoms of multicollinearity. The last classic assumption test is heteroscedasticity test. The results of the heteroscedasticity test are shown in Figure 2 below:



Source: Research Results, 2022

**Figure 2.** Graphics Scatterplot

Figure 2. Graphics.Scatterplotshowing the data from this study did not experience symptoms of heteroscedasticity, this can be seen from the points on the graph that spread above and below the number 0 on the Y axis, and do not form a clear pattern. Next, a multiple linear analysis was performed, the results of the multiple linear analysis are shown in Table 4:

**Table 4.**Multiple Linear Regression Test Results

Coefficients <sup>a</sup>						
	Model	B	Std Error	Beta	t	Sig.
1	(Constant)	19,839	2.816		7.045	.000
	Transformational Leadership	.548	.076	.394	7.180	.000
	Rewards	.598	.089	.361	6.700	.000
	Organizational Climate	.705	.063	.613	11.172	.000

Information: \*p< 0.05

Source: *Research Results*, 2022.

Table 4 shows the value of B in transformational leadership (B1) of 0.548. The value of the reward system (B2) is 0.598. The organizational climate value (B3) is 0.705 and the constant value (a) is 19.839. Based on this value, the following multiple linear regression equation was obtained:  $Y=19.839+0.548X_1+0.598X_2+0.705X_3$ . The description of the multiple linear regression equation shows that the variables of transformational leadership, reward system, and organizational climate have a positive direction coefficient on employee commitment.

Next, a hypothesis test is carried out, which consists of a t-test and an F-test. The t-test conducted to analyze the effect of the independent variables, namely transformational leadership (X1), reward system (X2), organizational climate (X3) partially on the dependent variable, namely employee commitment (Y). The basis for making decisions on the t-test are: If  $t_{count} > t_{table}$ , then  $H_a$  is accepted and  $H_o$  is rejected, meaning that transformational leadership, reward system, and organizational climate have a positive and significant effect on employee commitment. If  $t_{count} < t_{table}$ , then  $H_a$  is rejected and  $H_o$  is accepted, meaning that transformational leadership, reward system, and organizational climate have no positive and significant effect on employee commitment. The equation for determining the  $t_{table}$  value can be used as follows:  $df = nk-1 = 90-3-1 = 86$ . After being calculated using this equation, the  $t_{table}$  value is 1.66. The results of the t test are listed in Table 5:

**Table 5.**t test results

Coefficients <sup>a</sup>						
	Model	B	Std. Error	Beta	t	Sig
1	(Constant)	19,839	2.816		7.045	.000
	Transformational Leadership	.548	.076	.394	7.180	.000
	Rewards	.598	.089	.361	6.700	.000
	Organizational Climate	.705	.063	.613	11.172	.000

a. Dependent Variable: Employee Commitment

Information: \*p< 0.05

Source: *Research Results*, 2022.



Table 5 shows that transformational leadership (X1) has a value of  $t_{count} (7.18) > t_{table} (1.66)$  which means  $H_a$  is accepted and  $H_o$  is rejected. While the significant value is smaller than the probability value of 0.05 or a significant value of  $0.000 < 0.05$ . Thus, it can be concluded that the transformational leadership variable (X1) has a positive and significant effect on employee commitment. The reward system (X2) has a value of  $t_{count} (6.70) > t_{table} (1.66)$  which means  $H_a$  is accepted and  $H_o$  is rejected. While the significant value is smaller than the probability of 0.05 or  $0.000 < 0.05$ . Thus it can be concluded that the reward system (X2) has a positive and significant effect on employee commitment. Organizational climate (X3) has a value of  $t_{count} (11.17) > t_{table} (1.66)$  which means  $H_a$  is accepted and  $H_o$  is rejected, while the significant value is less than the probability of 0.05 or  $0.000 < 0.05$ . Thus, it can be concluded that the organizational climate (X3) has a positive and significant effect on employee commitment.

The next hypothesis test, namely the F test, was carried out to test the independent variables, namely transformational leadership (X1), reward system (X2), and organizational climate (X3) simultaneously having a significant relationship or not to the dependent variable, namely employee commitment (Y). The basis for making F-Test decisions are: If  $F_{count} > F_{table}$ , then  $H_a$  is accepted and  $H_o$  is rejected, meaning that transformational leadership, reward system, organizational climate have a positive and significant effect on employee commitment. If  $F_{count} < F_{table}$ , then  $H_a$  is rejected and  $H_o$  is accepted, meaning that transformational leadership, reward systems, and organizational climate have no positive and significant effect on employee commitment. As for determining the value of  $F_{table}$ , the following equation can be used:  $df = k; n - k = 3; 90 - 3 = 3; 87$ . After calculating using this equation,  $F_{table} = (3; 90 - 3)$ , the value of  $F_{table}$  is 2.71. The results of the F test in this study can be contained in Table 6:

**Table 6. F. Test Results**

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	627123	3	209,041	86,026	.000b
	Residual	208,977	86	2,430		
	Total	836,100	89			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Organizational Climate, Reward, Transformational Leadership  
Information: \* $p < 0.05$

Source: *Research Results*, 2022

In Table 6. The F test results show the  $F_{count}$  value of  $86.02 > F_{table} 2.71$  with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that transformational leadership (X1), reward system (X2), and organizational climate (X3) simultaneously have a positive and significant effect on employee commitment (Y).

The coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely transformational leadership (X1), reward system (X2), and organizational climate (X3) on the dependent variable, namely employee commitment (Y). If the value of the coefficient of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The results of the coefficient of determination test can be contained in Table 7:

**Table 7.** Coefficient of Determination Test Results

<b>Model Summary<sup>b</sup></b>			
	R	Adjusted R Square	Std. Error of the Estimate
1	.866a	.750	1,559

a. Predictors: (Constant), Organizational

Climate, Reward, Transformational Leadership

b. Dependent Variable: Employee Commitment

Information: \* $p < 0.05$

Source: *Research Results*, 2022

Table 7. The coefficient of determination test results show that the Adjusted R Square value of 0.741 means that employee commitment can be explained by transformational leadership variables (X1), reward system (X2), organizational climate (X3) of 74.1%, while the remaining 25, 9% can be explained by other variables not examined in this study.

## Discussion

The results of the t-test of the transformational leadership variable (X1) have a tcount (7.18) > ttable value (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value less than the probability value of 0.05 or  $0.000 < 0.05$ . Thus, it can be stated that the transformational leadership variable has a positive and significant effect on employee commitment at the Regional Revenue Agency of Labuhanbatu Regency. This is in line with previous research conducted by Nguyen Thi Bich Thuy, et al (2020) with the title "Employee Commitment to Organizational Change With The Role of Job Satisfaction and Transformational Leadership", the results of this study reveal that transformational leadership is positively and significantly associated with Affective Commitment ( $\beta = .42$ ,  $p < .000$ ), Normative Commitment ( $\beta = .32$ ,  $p < .000$ ), and Continuing Commitment ( $\beta = .27$ ,  $p < .000$ ); Job satisfaction is positively and significantly associated with affective commitment ( $\beta = .24$ ,  $p < .000$ ) and Normative Commitment ( $\beta = .30$ ,  $p < .000$ ) among employees to organizational change.

The reward system (X2) has a tcount value (6.70) > ttable value (1.66), which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value less than the probability value of 0.05 or  $0.000 < 0.05$ . It can be stated that the reward system variable (X2) has a positive and significant effect on employee commitment at the Regional Revenue Agency of Labuhanbatu Regency. This is in line with research conducted by Shikanda Carolyne (2020) with the title "Influence of Reward Policies on Employee Commitment" with the results of the award policy having a positive and significant effect on employee commitment, reward policies accounted for 41.8%% of employee commitment in the health sector community in a select sub-county of Kakamega County, Kenya.

Organizational climate variable (X3) has a value of tcount (11.17) > ttable value (1.66) which means  $H_a$  is accepted and  $H_o$  is rejected, with a significant value less than the probability value of 0.05 or  $0.000 < 0.05$ , can be stated that the organizational climate variable (X3) has a positive and significant effect on employee commitment to the Regional Revenue Agency of Labuhanbatu Regency. This is in line with Rommi Juliansyah's research (2019) with the title "The Influence of Competence, Organizational Culture, and Organizational Climate on the Commitment of Employees of the Bireun Medical Center (BMC) General Hospital, with the results of the statistical test proved that there was an influence of organizational climate aspects on employee commitment to BMC

RSU. Direct contribution of organizational climate to employee commitment is 14.44%. The indirect effect of organizational climate on employee commitment, can be through the variables of competence, and organizational culture of 9.96%, so that the total direct and indirect effect of organizational climate on employee commitment is 24.40%

Research analysis using the F test, obtained the Fcount value of 86.02 > Ftable 2.71 with a sig value.  $0.000 < 0.05$ . From these results it can be concluded that transformational leadership, reward system, and organizational climate have a positive and significant influence on employee commitment to the Regional Revenue Agency of Labuhanbatu Regency.

#### IV. Conclusion

1. Transformational leadership has a positive and significant effect on employee commitment to the Regional Revenue Agency of Labuhanbatu Regency
2. The reward system has a positive and significant effect on employee commitment to the Regional Revenue Agency of Labuhanbatu Regency
3. Organizational climate has a positive and significant effect on employee commitment to the Regional Revenue Agency of Labuhanbatu Regency
4. Transformational leadership, reward system, and organizational climate have a positive and significant effect on employee commitment at the Regional Revenue Agency of Labuhanbatu Regency

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