

THE EFFECT OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT ON EMPLOYEES OF THE DIVISION BUSINESS DEVELOPMENT PT MR. DIY IN JAKARTA

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Abstract

This study aims to determine whether there is an Influence of Organizational Culture and Job Satisfaction with Organizational Commitment on the employees of the Division of Business Development PT. MR. DIY in Jakarta. This research takes 6 months starting from April 2020 to September 2020. In this study, the method used is the survey method. The affordable population in this study amounted to 327 employees with a sample of 180 employees. The sample refers to the calculation using the formula Slovin with the respondent selection technique using simple random sampling. Organizational Commitment (Y), Organizational Culture (X1) Job Satisfaction (X2) are primary data obtained from the results of distributing research questionnaires. The data analysis technique used is, first, the analysis requirements test which consists of a normality test and a linearity test. Normality test results $0.200 > 0.05$. The results of the linearity test of the value of Sig Organizational Culture (X1) $0.000 < 0.05$ and Job Satisfaction (X2) $0.000 < 0.05$. Multicollinearity test results for value Tolerance Organizational Culture (X1) $0.926 > 0.1$, and VIF value $1.079 < 10$, and Job Satisfaction (X2) $0.926 > 0.1$, VIF value $1.079 < 10$.

Heteroscedasticity test results for Organizational Culture (X1) $0.906 > 0.05$ and Job Satisfaction (X2) $0.401 > 0.05$. The three multiple linear regression tests with the result $= 7,823 + 0,451X1 + 0,072X2$. The four hypothesis tests consist of the F test and t test. The results of the F test in the table ANOVA are $F\text{-count} > F\text{-table}$, namely $45.394 > 3.05$. This means that there is a joint influence between organizational culture, job satisfaction on organizational commitment. The results of the t-test for organizational culture are $t\text{-count} 8.381 < t\text{-table} 1.97346$ and for Job Satisfaction $t\text{-count}$ is $2.090 > t\text{-table value} 1.97346$. This means that there is a positive relationship between organizational culture and organizational commitment, as well as a positive influence between job satisfaction and organizational commitment. Fifth coefficient of determination (R²) with a yield of 0339. This is interpreted by Organizational Culture (X1), and Job Satisfaction (X2) to explain the variable Organizational Commitment (Y) simultaneously at 33.9%, while the remaining 66.1% is influenced by other factors not examined by researchers.

Abstrak

Penelitian ini bertujuan untuk mengetahui apakah terdapat Pengaruh Budaya Organisasi dan Kepuasan Kerja dengan Komitmen Organisasi pada karyawan Divisi Business Development PT. MR. D.I.Y di Jakarta.

Penelitian ini membutuhkan waktu selama 6 bulan terhitung dari bulan April 2020 sampai dengan September 2020. Dalam penelitian ini, metode yang digunakan adalah metode survey. Populasi terjangkau pada penelitian ini berjumlah 327 karyawan dengan sampel sebanyak 180 karyawan. Sampel tersebut mengacu pada perhitungan menggunakan rumus Slovin dengan teknik pemilihan responden menggunakan simple random sampling. Komitmen Organisasi (Y), Budaya Organisasi (X1) Kepuasan Kerja (X2) merupakan data primer yang didapat dari hasil penyebaran kuesioner penelitian. Teknik analisis data yang digunakan yaitu, pertama uji persyaratan analisis yang terdiri dari uji normalitas dan uji

linearitas. Hasil uji normalitas $0,200 > 0,05$. Hasil uji linearitas nilai Sig Budaya Organisasi (X1) $0,000 < 0,05$ dan Kepuasan Kerja (X2) $0,000 < 0,05$. Hasil uji multikolinearitas untuk nilai Tolerance Budaya Organisasi (X1) $0,926 > 0,1$, dan nilai VIF sebesar $1,079 < 10$, dan Kepuasan Kerja (X2) $0,926 > 0,1$, nilai VIF sebesar $1,079 < 10$.

Hasil uji heteroskedastisitas untuk Budaya Organisasi (X1) $0,906 > 0,05$ dan Kepuasan Kerja (X2) $0,401 > 0,05$. Ketiga uji regresi linear berganda dengan hasil $\hat{Y} = 7,823 + 0,451X1$

+ $0,072X2$. Keempat uji hipotesis yang terdiri dari uji F dan uji t. Hasil uji F dalam tabel ANOVA yaitu $F\text{-hitung} > F\text{-tabel}$ yaitu $45,394 > 3,05$. Hal ini berarti terdapat pengaruh secara bersama-sama antara budaya organisasi, kepuasan kerja terhadap komitmen organisasi. Hasil uji t untuk budaya organisasi adalah $t\text{-hitung} > t\text{-tabel}$ yaitu $8,381 > 1,97346$ dan untuk Kepuasan Kerja $t\text{-hitung}$ yaitu $2,090 > \text{nilai } t\text{-tabel } 1,97346$. Hal tersebut berarti terdapat hubungan positif antara budaya organisasi terhadap komitmen organisasi, serta adanya pengaruh positif antara kepuasan kerja terhadap komitmen organisasi. Kelima analisis koefisien determinasi (R^2) dengan hasil sebesar $0,339$. Hal tersebut diartikan dengan Budaya Organisasi (X1), dan Kepuasan Kerja (X2) untuk menjelaskan variabel Komitmen Organisasi (Y) secara simultan sebesar $33,9\%$, sedangkan sisanya sebesar $66,1\%$ dipengaruhi oleh faktor lain yang tidak diteliti oleh Peneliti.

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INTRODUCTION

In the world of organization of course related to human resources, because humans have an important role in animate and move the pace of the organization. The sense of commitment that exists in every member of the organization is necessary for the survival of the organization. low organizational members, it will have an impact on the organization and also on the members themselves. Low organizational commitment is usually caused because the organization pays less attention to the security and safety of employees at work and is insufficient for the needs of employee facilities. The organizational commitment of employees is seen from the positive behavioral intentions of employees to keep working for the company. Organizations have an important role in increasing employee awareness in implementing the culture that has been set in the organization and also employee job satisfaction with their work. Organizational culture is reflected in the person's daily behavior and in treating others in order to harmonize with norms and values. Companies in responding to this need to be more sensitive to a condition of the work environment so that employees feel at home staying in the organization for a long time, and employees feel that all their needs are met.

The fulfillment of all employee needs can be in the form of adequate facilities, comfort and security at work, finding a clear career path, and having opportunities for self-actualization, as well as an old-age guarantee from the company. In this case, it is hoped that their job satisfaction will be maintained in order to realize the company's vision and mission.

Based on the results of the pre-study that the thing that makes employee loyalty decline is because they feel they are not compatible with the organizational culture contained in the company and employees find it difficult to adapt to their co-workers. This is very unfortunate because if employees are able to apply the cultural values that exist in the organization, it will have a good impact on the company, such as creating a harmonious atmosphere, having a image goodfor the company which will be a plus, etc.

Then the thing that makes employee loyalty decline is because employees find it difficult to adapt to their coworkers. This is also very unfortunate, because if employees are able to adapt to co-workers well, can get to know each other well, it will have an impact on the comfort of employees in completing a job. This will certainly make employees more enthusiastic in completing work, then employee job satisfaction will increase.

Thus, it is very important for researchers to understand the variables of job satisfaction and organizational culture. Based on the existing conditions, the researcher is interested in conducting a research entitled "The Influence of Organizational Culture and Job Satisfaction on Organizational Commitment to Employees of theDivision of Business Development PT. MR. DIY in Jakarta".

RESEARCH THEORITICAL

Organizational Culture

1. Some definitions of organizational culture, namely:

According to Wibowo (Budiman, 2018) Organizational culture is the basic pattern that becomes the basic philosophy of an organization that contains values and norms that are believed together and is made a basic characteristic in completing the responsibilities held by each member in the organization". Which means that organizational culture is the basic pattern that becomes the philosophy of an organization, there are values and norms in it that can be believed together and are used as basic characteristics in completing the responsibilities held by each member in the organization.

2. Rivai & Mulyadi (Wahyuni, 2016) organizational culture is a framework that guides daily behavior and makes decisions for employees and directs actions to achieve organizational goals.

3. Fahmi (Yudha, 2018) said that organizational culture is an employee habit that has been going on for a long time and is applied in the organization to encourage improving the quality of work of employees.

According to Jhanghiz (2018), seven indicators of organizational culture include:

1. Innovativeness and risk taking, where employees are encouraged to create new breakthroughs and dare to face a risk.
2. Attention to detail, employees are expected to be thorough in carrying out their work.
3. Results orientation, where an organization only sees the results of the work.
4. People orientation, where management places a great deal of importance on how the decisions made will affect the members of the organization.
5. Team orientation, how the organization organizes work activities as a team, not individually.
6. Aggressiveness, members of the organization are expected to be assertive when competing.
7. Stability, where activities within an organization emphasize the status quo for the organization's pace.

In line with the opinion above, Sunyoto (2015) suggests several indicators of organizational culture, namely:

1. Innovation and the courage to take risks, namely where a member in the organization is able to innovate and is able to face risks.
2. Attention to details, where members of the organization must pay close attention to their work.
3. Results orientation, where management focuses on the results to be achieved.
4. People orientation, where a decision taken by management puts the interests of the organization's members.
5. Team orientation, namely work activities carried out by forming teams.
6. Aggressiveness, namely how employees are able to be aggressive in a job.
7. Stability, namely the nature of employees in respecting a stable environment.

According to Soedjono (Yudha, 2018) states that there are five indicators of organizational culture including:

1. Innovation and the courage to take risks (Innovation and risk taking)
- 2) Risk tolerance, is a risk that is carried by members of the organization so that they dare to face a risk.
- 3) Directions, where the organization provides direction so that the organization's movements are in accordance with work goals and expectations.
- 4) Integration, a work unit contained within the organization to encourage members of the organization.
- 5) Management support, is the support and assistance provided by management to the work units under it.
- 6) Control, in the form of rules and some supervision to regulate and supervise employee behavior.
- 7) Identity, a form of social identity contained in members of an organization.
- 8) Reward system, is a reward paid for the performance that has been given.
- 9) Conflict tolerance, a tolerance given to criticism and conflicts that occur within an organization.
- 10) Pattern of communication, a limitation in communicating in the organization.

According to Luthans (2006) the characteristics of organizational culture are:

- 1) Rules of observed behavior. When employees interact with each other, it will be seen how the employee behaves towards other employees.
- 2) Norms. Includes provisions governing the behavior of a member of the organization
- 3) Dominant value. The organization expects its members to uphold the values
- 4) Philosophy. There is a policy on treating employees and customers.
- 5) Rules. There are rules to be a guide in an organization.
- 6) Organizational climate. It is defined as the overall feeling that is conveyed through

a physical arrangement.

According to the expert opinion above, the researcher can draw the conclusion that organizational culture is in the form of values and norms that are believed together in an organization and become a reference in behaving and behaving according to the guidelines contained in the organization.

Job satisfaction

- 1) Keith Davis (Winda, 2015) states that "job satisfaction is the favorableness or unfavorableness with employees view their work".
- 2) Rivai and Mulyadi (Yoga, 2016) reveal job satisfaction, which is an employee's assessment of his work that has satisfied his needs.
- 3) Handoko (Alex, 2018) states that job satisfaction is a person's feelings that arise when comparing perceptions or impressions of performance results.

Meanwhile, according to Luthans (Surya, 2017) that job satisfaction consists of five indicators, namely:

- 1) Satisfaction with salary/wage payment. An organization member certainly expects a reward in the form of a salary according to applicable regulations.
- 2) Satisfaction with the work itself. An organization member certainly prefers a job with freedom in using his abilities and skills at work.
- 3) Satisfaction with co-workers. Employees in an organization certainly need social interaction between fellow employees and superiors in order to establish good relationships within an organization.
- 4) Satisfaction with job promotion. Within the scope of an organization, promotion

can occur when an employee moves from one job to another with a higher level of responsibility.

5) Satisfaction with work supervision. In this case, employees in an organization certainly need to be supervised, such as superiors giving warnings to subordinates if they do a job that is not good or not appropriate.

Robbins (Yulian, 2015) suggests that job satisfaction indicators are:

- 1) Salary/wages; salary given to employees is decent and in accordance with applicable regulations.
- 2) Support from superiors; support provided by superiors to employees.
- 3) Promotion; is an opportunity to get a job promotion.
- 4) Supervision/supervision of work; superiors provide supervision to employees so that employees can work well.
- 5) Colleagues; colleagues to discuss in completing the work.

Wahyudin (Redi, 2018) that job satisfaction can be influenced by the following indicators, namely:

- 1) Promotion: is an opportunity to advance in the organization.
- 2) Salary: appropriate salary.
- 3) The work itself: understanding the nature of each job.
- 4) Colleagues: colleagues in doing a job.
- 5) Superiors (supervision): in the form of direct support from superiors.

Sutrisno (Febriyana, 2015) suggests that there are four factors that affect job satisfaction, namely:

- 1) Psychological factors, namely factors regarding employee psychology.
- 2) Social factors, namely employee social interaction factors with other employees and with superiors.
- 3) Physical factors, namely factors regarding the physical employees.
- 4) Financial factors, namely factors regarding guarantees and employee welfare.

Mangkunegara (Firmananda, 2016) suggests that job satisfaction has several theories, namely:

- 1) Balance Theory: The components of this theory are input, outcome, comparison, equity-in-equity.
- 2) Difference theory: Job satisfaction can be measured by calculating the difference between what it should be and the perceived reality.
- 3) Fulfillment theory: Employee job satisfaction depends on whether or not employee needs are met.
- 4) Group view theory: Employee job satisfaction depends not only on needs, but group views and opinions are also needed.

Organizational Commitment

1) Bathaw and Grant (Redi, 2018) "organizational commitment as the desire of employees to maintain their membership in the organization and are willing to make more efforts to achieve organizational goals".

2) Robbins and Judge (Winie, 2017) stated that organizational commitment is the state of an employee to side with the organization and aims to maintain membership in the organization.

3) Kaswan (Ronald, 2018) suggests that organizational commitment is a measure of

employees' willingness to stay with an organization in the future.

Robbins & Judge (2015) suggest that three separate dimensions of organizational commitment are:

- 1) Affective commitment: namely the emotional connection and involvement of a person in an organization as well as one's belief in the values of the organization.
- 2) Continuing commitment: namely employee commitment based on employee considerations if they want to leave an organization.
- 3) Normative commitment: ie an employee who stays in the organization for moral or ethical reasons.

Allen & Meyer (1990) similarly stated that. There are three dimensions of organizational commitment, namely:

- 1) Affective commitment, involves emotional attachment to work and identification with involvement in the organization.
- 2) Continuity commitment, concerning commitment based on perceived economic value if staying in the organization is better than leaving the organization.
- 3) Normative commitment, concerns the individual's feeling of obligation to remain in the organization for moral reasons.

Stum (Hasan, 2012) suggests that there are 5 (five) factors that influence organizational commitment, including:

- 1) Culture of openness, employees and must be open and support each other so that there are no misunderstandings at work.
- 2) Work characteristics, aspects that develop with work roles that affect organizational commitment, namely: job scope, challenges, role conflicts or role ambiguity.
- 3) Structural characteristics, including the structural power and specialization of the job.
- 4) Work experience, is a dependence on the organization, namely how much employee expectations can be met by the organization, the positive attitude of colleagues towards the organization, the type of leadership in the organization, etc.

METHODELOGY

This research was conducted at the Office of PT. Mister. Do It Yourself (MR. D.I.Y) located throughout Jakarta. This study uses descriptive research with a quantitative approach, where all the research data is in the form of numbers, starting from data collection, analyzing data. The method used in this research is a survey method using a questionnaire. The data used by the researcher is primary data for the variables of organizational culture, job satisfaction and organizational commitment.

HYPOTHESIS

Based on the theoretical framework that the researcher has described, it can be taken a formulation of the hypothesis, which is as follows:

- a. H1: There is an influence between organizational culture on organizational commitment to employees of the business development division of PT. MR. D.I.Y, Jakarta. It can be said that the higher the application of organizational culture to employees, the higher the employee's organizational commitment to the company.
- b. H2: There is an effect of job satisfaction on organizational commitment to

employees of the business development division of PT. MR. D.I.Y Jakarta. It can be said that the higher the employee's sense of satisfaction with his work, the higher the employee's sense of organizational commitment to the company.

c. H3: There is an influence between organizational culture and satisfaction on organizational commitment to employees of the business development division of PT. MR. D.I.Y Jakarta. It can be said, that if the employee fits the organizational culture, and added a good sense of job satisfaction can be felt by the employee, the higher the employee's organizational commitment to the company.

DISCUSSION AND RESULT

1. Requirements Analysis

a. Normality test

		Unstandardized Residual
N		180
Normal Parameters ^{a,b}	Mean	0.0000000
	Std Deviation	5.13939213
Most Extreme Differences	Absolute	0.049
	Positive	0.049
	Negative	- 0.030
Test Statistic		0.049
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the table above, the data that has been tested through SPSS 22 is stated that the data are normally distributed with a significance level of 0.200.

b. Linearity Test Results Linearity Test X1 With Y

	Sum of Squares	df	Mean Square	F	Sig.
Komitmen Organisasi *	2999.799	32	93.744	3.318	0.000
Between (Combined) Budaya Organisasi	2308.413	1	2308.413	81.703	0.000
Groups	691.386	31	22.303	0.789	0.777
Linearity Deviation from Linearity					
Within Groups	4153.312	147	28.254		
Total	7153.111	179			

Based on the results of linearity testing, it can be seen that the linearity of 0.000 < 0.05, it can be concluded that the variable of Organizational Culture and Organizational Commitment has a linear relationship.

Linearity Test Results X2 With Y

	Sum of Squares	df	Mean Square	F	Sig.
Komitmen Organisasi	2947.809	47	62.719	1.969	0.011
Kepuasan Kerja	548.916	1	548.916	17.230	0.000
* Between (Combined) Groups					
Linearity	2398.893	46	52.150	1.637	0.016
Deviation from Linearity					
Within Groups	4205.302	132	31.858		
Total	7153.111	179			

Based on the results of linearity testing, it can be seen that the Linearity value of $0.000 < 0.05$, it can be concluded that the Job Satisfaction variable and the Organizational Commitment variable have a linear relationship.

2. Classical Assumption Test

a. Multicollinearity Test

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
(Constant)	7.823	2.848		2.747	0.007		
Budaya Organisasi	0.451	0.054	0.532	8.381	0.000	0.926	1.079
Kepuasan Kerja	0.072	0.034	0.133	2.090	0.038	0.926	1.079

Based on the output above, it can be seen that the Tolerance value for the Organizational Culture variable is $0.926 > 0.10$ and the VIF value is $1.079 < 10$, the variable

Job satisfaction is $0.926 > 0.10$ and the VIF value is $1.079 < 10$. Therefore, it can be concluded that the regression model in this study does not have multicollinearity problems.

b. Heteroscedasticity Test

	Kepuasan Kerja	Budaya Organisasi	Unstandardized Residual
Spearman's rho	1.000	.258**	-0.009
Correlation Coefficient		0.000	0.906
Sig. (2-tailed)	.180	.180	.180
N	.258*	1.000	0.063
Budaya Organisasi	0.000	.180	0.401
Correlation Coefficient			.180
Sig. (2-tailed)			
N			
Unstandardized Residual	-0.009	0.063	1.000
Coefficient	0.906	0.401	
Sig. (2-tailed)	.180	.180	.180
N			

Based on the output of the correlation table, it can be seen that the significance value of the Organizational Culture variable is $0.906 > 0.05$, the significance value of the Job Satisfaction variable is $0.401 > 0.05$. So it can be concluded that the regression model in this study does not have heteroscedasticity problems.

c. Multiple Regression Test

Model		Unstanardized Coefficients		Standardize d Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	7.823	2.848		2.747	0.007
	Budaya Organisasi	0.451	0.054	0.532	8.381	0.000
	Kepuasan Kerja	0.072	0.034	0.133	2.090	0.038

In the multiple regression calculation, the equation = $7,823 + 0,451X_1 + 0,072X_2$. From the regression equation, it can be seen that the constant obtained is 7.823.

d. Hypothesis testing

a. F Uji test

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2425.121	2	1212.561	45.394	.000 ^b
Residual	4727.990	177	26.712		
Total	7153.111	179			

The F test can be seen in the ANOVA table in the significance column. Significance < 0.05 so that it can be concluded that Organizational Culture and Job Satisfaction together have an effect on Organizational Commitment, which means the hypothesis is accepted.

b. T Uji test

Based on the table tcount of the Job Satisfaction variable of 2.090. Then the value of ttable is obtained which is seen at a significance level of 0.05 ($\alpha/2$), $df = nk - 1$ (n is the number of data and k is the number of independent variables) or $180 - 2 - 1 = 177$, then the obtained ttable is 1.97346. It is known that tcount of Job Satisfaction $2.090 > 1.97346$ which means with H_0 rejected. It is concluded that job satisfaction has a positive and significant effect on organizational commitment.

Model		Unstanardized Coefficients		Stan dardize d Coef fi cient s	T	Sig.
		B	Std. Error	Beta		
	(constant)	7.823	2.848		2.747	0.007
	Budaya Organisasi	0.451	0.054	0.532	8.381	0.000
	Kepuasan Kerja	0.072	0.034	0.133	2.090	0.038

e. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 ^a	0.339	0.332	5.168

Based on the table above, it can be seen that (R square) or R² is 0.339. This is interpreted by Organizational Culture (X1), and Job Satisfaction (X2) to explain the variable Y Organizational Commitment simultaneously large 33.9%, while the remaining 66.1% is influenced by other factors not examined by researchers.

CONCLUSION AND SUGGESTION

CONCLUSION

1. The higher the employee's intention to carry out organizational commitment. Vice versa, if the organizational culture obtained by students is lacking or low, the employee's intention in organizational commitment will decrease.
2. The higher the job satisfaction obtained by employees, it will have an impact on increasing the organizational commitment of employees. Vice versa, if the job satisfaction obtained by employees is less or low then the employee's organizational commitment will decrease.
3. If the Organizational Culture and Job Satisfaction are high, it will increase employee organizational commitment. On the other hand, if the Organizational Culture and Job Satisfaction are low, the employee's organizational commitment will decrease.

IMPLICATIONS

Based on the results of research on Organizational Culture and Job Satisfaction on Employee Organizational Commitment in the Division, Business Development MR. DIY in Jakarta, it is known that Organizational Culture and Job Satisfaction on Organizational Commitment have a positive and significant influence. The higher the Organizational Culture and Job Satisfaction will increase the Organizational Commitment of employees. Therefore, if the Organizational Culture is fulfilled, the employee's Organizational Commitment will increase.

SUGGESTION

1. Company leaders are expected to be able to apply Organizational Culture to employees well. This is important because with the Organizational Culture that has been obtained by employees well, employees will have their own interest in implementing Organizational Commitments.
2. For employees, it is expected to increase their commitment to the organization. This will have a good impact on the employees themselves, namely employees will understand very well how important commitment is in an organization. In addition, employees can increase job satisfaction that will be obtained. Then, employees will also be able to face various difficulties and challenges that will exist in the company later.
3. For researchers who wish to conduct research on Organizational Commitment, it is hoped that they will examine other factors that can influence employee Organizational Commitment so that further research will be more useful and add insight scientific.

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