

EFFECT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING VARIABLE

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Abstract. The study was conducted to know the mediating effect of job satisfaction on the relationship between organizational commitment on employee performance. This research was used quantitative methods and questionnaire as a data collection tool. The population of this research was 1500 and the sample was 327 employees. Data collection techniques using a questionnaire with google form. Purposive random was used as a sampling method, with purposive employees who have at least one year of service. F test, t-test, simple and multiple linear regression analysis and path analysis was used as analysis data method. This research resulted that organizational culture has a positive influence on employee performance. Job satisfaction could mediate the relationship between organizational culture and employee performance. Job satisfaction could mediate the relationship between organizational commitment to employee performance.

Keywords: organizational culture; job satisfaction; employee performance; organizational commitment.

INTRODUCTION

The success of a company may be gauged by looking at how its people perform; this is because human resources is crucial to achieving the company's stated goals and objectives. (Laras et al., 2021). (Mathis & Jackson, 2000) states that performance is what employees do and don't do. Employee performance affects the contribution made to the organization for example causality of output, quantity of output. Employees who perform poorly can be identified through performance evaluation (Soesanto, 2016).

Employee performance may be influenced by a variety of elements, including but not limited to: job satisfaction, work environment, work ethics, organizational culture, organizational dedication or commitment, and job satisfaction. (Rofiliana & Rofiuddin, 2021) Job satisfaction in their jobs is a key influence in their productivity. Positive feelings about one's job evaluation constitute job satisfaction, whereas negative feelings about one's job evaluation constitute job discontent. (Mathis & Jackson, 2000).

Organizational culture can affect work behavior and employee performance, this is because behavior is formed through the culture that exists in the organization. Each organization has its own culture as a characteristic that distinguishes it from other organizations. Organizations need a culture that can understand the applicable boundaries that can be implemented by members of the organization and have a good impact so as to facilitate organizational activities (Pawirosumarto et

al., 2017). Organizational culture is an identity that distinguishes between organizations and becomes an advantage for the organization. When a business has a positive culture, it's easier to foster an environment that motivates workers to do their best. Meanwhile, different research results were obtained by (Harwiki, 2016) which stated that organizational culture has no impact on employee performance. As for the indicators of organizational culture based on the theory of Robbins & Coulter, (2012) results orientation, attention to detail, innovation, and courage, human orientation, team orientation, aggressiveness, and stability.

Organizational commitment, as defined by (Wahyudi, 2008) is an individual's eagerness to remain an integral member of a certain group or business. An employee's organizational commitment exists when they identify with the organization's mission and value their involvement in the group. (Robbins et al., 2007). Based on the theory of Robbins & Judge, (2008) the commitment components consist of affective commitment, normative commitment and continuance commitment. Organizational commitment can be a benchmark when looking at the results of employee performance in the organization, this is based on research conducted (Anggraeni & Rahardja, 2018) It finds that employees' commitment to the company has a beneficial and quantifiable effect on performance outcomes. This statement is reinforced by the results of research conducted by (Burhannudin et al., 2019) which states that organizational commitment partially affects employee performance variables. In this case, the

researcher found that there were differences in the results where some concluded that they had a positive and significant effect and some stated that they had only partial effect.

Employees' actions may be affected by the organization's culture, which shows itself in factors like open communication, encouragement of new ideas, and a positive atmosphere. So that it can serve its purpose of fostering employee engagement and maximizing contributions toward company objectives, or culture. Organizations need a culture that must be in line with established boundaries that can be applied by members of the organization and have a good impact so that the activities in the organization run smoothly, organizational culture also affects many things in the company such as job satisfaction and employee performance (Wardani et al., 2016).

The opinion of (Robbins & Judge, 2008) A person's level of organizational commitment can be described as the extent to which he or she supports the organization's mission and values. While another definition presented by (Colquitt et al., 2014). The term "organizational commitment" refers to the emotional investment an individual has in continuing to be a part of a particular group or organization. The importance of Organizational Commitment for an organization or company is because without Organizational Commitment, it is difficult to get active and in-depth participation from its employees. Employees who have high organizational commitment make a big contribution to the company because they want to work as

much as possible and behave well in achieving company goals (Sutanto & Gunawan, 2013).

According to (Hasibuan, 2007) performance can be interpreted as the results that have been achieved by individuals in carrying out their duties based on their intelligence and efforts as well as the opportunities made. Every organization will always try to improve employee productivity. For this reason, management needs to find ways and solutions to increase employee performance. Performance management has a scope of focus on the results achieved and the possible impact of performance. As for employees, because employees know their superiors are paying attention to them, and because those who perform exceptionally well can be recognized for their efforts with raises, training, and other benefits, while those who fall short can be moved to less demanding roles or even let go entirely, a performance review system can do wonders for morale. Downgrading was implemented, even. (Arianty et al., 2016).

Job satisfaction is related to the assessment of each employee on the work he has given to the organization. Employees will feel satisfied if their work is considered to have met the expectations and work goals. Job satisfaction indicates that the goal has been achieved after making maximum effort. As a result, the systemic connection between success and contentment in the workplace becomes continuous. At which point the conditions of job happiness and discontent become feedback or feedback that will affect future work performance, further rewards from

achievements will lead to job satisfaction and dissatisfaction (Hartanti, 2007). Job satisfaction can also affect employee performance according to the research of (Idris et al., 2020). Workers who hate their jobs never grow up. When comparing employees with and without job satisfaction, those that sense job satisfaction tend to have better attendance, lower attrition, and higher productivity (Sahlan et al., 2015).

METHODS

Quantitative methods were used in this research. Quantitative method is a research method used to test the theory of the relationship between variables (Creswell, 2009). This is done because the researcher wants to test the theory by using hypotheses and collecting data to support or reject the hypothesis. According to (Creswell, 2009) states the independent variable as a variable that can have an influence on the outcome. There are two independent variables in this study, namely organizational culture as (X_1) and organizational commitment as (X_2). Meanwhile, the dependent variable in this study is employee performance (Y). As for this study, there are intervening variables, the intervening variable is job satisfaction (Z).

In this study, the population is all employees of PT Pupuk Kalimantan Timur Bontang head office, amounting to 1500 people.

This study uses a *purposive* sampling. This technique is a sampling technique with certain considerations which involves selected subjects who are most profitable

to provide the information needed in research. Researchers used 310 employees of PT Pupuk Kalimantan Timur head office of Bontang City as research respondents. As for the consideration is employees with a minimum service period of 1 year because employees with such tenure can already feel the organizational culture formed in the company. As for determining the number of respondents, this study uses the *Slovin*.

$$n = \frac{N}{1 + (e)^2}$$

Information:

n : Sample size

N : Number of population

e : Allowance for tolerable errors

The calculations are:

$$n = \frac{1393}{1 + 1393 (0.05)^2}$$

$$n = \frac{1393}{1 + 3.4825}$$

$$n = \frac{1393}{4.4825}$$

$$n = 310$$

To collect data from the sample, the researcher used a questionnaire via a Google form, which was distributed to all employees of PT Pupuk Kalimantan Timur via the company's work email. From the results of the broadcast, 327 people filled out the questionnaire. Based on the *Slovin* formula used, from 1500 employees who are also the population, the ideal sample size is 310 samples. However, after distributing the questionnaires, 327 samples were obtained. Researchers used 327 employees of head office of PT Pupuk Kalimantan Timur, Bontang as research respondents.

RESULTS AND DISCUSSION

This study used 327 research samples

from a total of 1500 population.

Results

Validity Test

In this research, the statement items' validity was examined using the Pearson Product Moment correlation method. A

statement is considered to be a legitimate construct if and only if its correlation coefficient value is larger than the cutoff value of 0.3. The following table displays the outcomes of the questionnaire validity test for the investigated factors:

Table 1. Recapitulation of Organizational Culture Validity Test Results (X1)

Item Statement	$r_{\text{arithmetic}}$	r_{critical}	Information
BO1	0.653	0.3	Valid
BO2	0.755	0.3	Valid
BO3	0.724	0, 3	Valid
BO4	0.491	0.3	Valid
BO5	0.572	0.3	Valid
BO6	0.606	0.3	Valid
BO7	0.777	0.3	Valid
BO8	0.633	0.3	Valid
BO9	0.697	0.3	Valid
BO10	0.659	0.3	Valid
BO11	0.676	0.3	Valid
BO12	0.720	0.3	Valid
BO13	0.640	0.3	Valid
BO14	0.783	0.3	Valid
BO15	0.778	0.3	Valid
BO16	0.656	0.3	Valid
BO17	0.671	0.3	Valid
BO18	0.724	0.3	Valid
BO19	0.792	0.3	Valid
BO20	0.772	0.3	Valid
BO21	0.668	0.3	Valid

Table 2. Recapitulation of Organizational Commitment Validity Test Results (X2)

Item Statement	r_{count}	r_{critical}	Information
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KO1	0.814	0.3	Valid
KO2	0.869	0.3	Valid
KO3	0.883	0.3	Valid
KO4	0.869	0.3	Valid
KO5	0.626	0.3	Valid
KO6	0.898	0.3	Valid
KO7	0.633	0.3	Valid
KO8	0.910	0.3	Valid
KO9	0.544	0.3	Valid
KO10	0.869	0.3	Valid
KO11	0.549	0.3	Valid

Table 3. Recapitulation of Job Satisfaction Validity Test Results (Z)

Item Statement	r_{count}	$r_{critical}$	Information
Kep. K1	0.570	0.3	Valid
Kep. K2	0.344	0.3	Valid
Kep. K3	0.620	0.3	Valid
Kep. K4	0.853	0.3	Valid
Kep. K5	0.841	0.3	Valid
Kep. K6	0.732	0.3	Valid
Kep. K7	0.871	0.3	Valid
Kep. K8	0.870	0.3	Valid
Kep. K9	0.901	0.3	Valid
Kep. K10	0.901	0.3	Valid
Kep. K11	0.760	0.3	Valid
Kep. K12	0.815	0.3	Valid
Kep. K13	0.623	0.3	Valid
Kep. K14	0.712	0.3	Valid
Kep. K15	0.653	0.3	Valid

Table 4. Recapitulation of Employee Performance Validity Test Results (Y)

Item Statement	$r_{arithmetic}$	$r_{critical}$	Information
Kin. K1	0.825	0.3	Valid
Kin. K2	0.861	0.3	Valid
Kin. K3	0.874	0.3	Valid
Kin. K4	0.827	0.3	Valid
Kin. K5	0.829	0.3	Valid
Kin. K6	0.860	0.3	Valid
Kin. K7	0.765	0.3	Valid
Kin. K8	0.833	0.3	Valid
Kin. K9	0.495	0.3	Valid
Kin. K10	0.831	0.3	Valid
Kin. K11	0.860	0.3	Valid

Discussion

The Effect of Organizational Culture on Employee Performance Organizational

Culture has a positive influence on employee performance. This is evidenced by the organizational culture variable showing the tcount for the Organizational Culture variable (X_1) of 14,582 and ttable of 1,967. Due to the value of tcount > ttable or 14,582 > 1,967, then H_0 is rejected and H_1 is accepted, meaning that Organizational Culture (X_1) has a positive effect on Employee Performance (Y). The results of this study are in line with the results found by (Harwiki, 2016) which have similarities in the use of organizational culture variables and employee performance.

The use of the theory of (Robbins & Coulter, 2012) in this study is appropriate, this is evidenced by the data related to the implementation of the task which is quite supportive. Members of the organization when completing work assignments have a very influential result from the cultural

factors that exist in the organization. In order to ensure that organizational culture has been properly embedded in employees, managers must always carry out routine evaluations related to performance, in that evaluation it will be seen how the effect is on employee performance. Managers can also conduct briefings once a month or at certain periods to convey organizational goals and work direction to employees. Thus, the first hypothesis is suspected that there is a positive influence of organizational culture on employee performance.

The Effect of Organizational Commitment on Employee Performance Organizational

Commitment has an effect on positive results on employee performance. The results of the t-test hypothesis test showed that the t-value for the variable Organizational Commitment (X_2) was 3.297 and t-table was 1.967. Due to the value of tcount > ttable or 3,297 > 1,967, then H_0 is rejected and H_1 is accepted, meaning that

Organizational Commitment (X_2) has a significant effect on Employee Performance (Y). The regression value shows 0.190, meaning that if the organizational commitment variable increases by one unit, the value of performance will also increase by 0.762 with a note that all other independent variables are in a constant or constant state.

In this study, the organizational commitment variable uses the theory of (S. P. Robbins & Judge, 2008) which explains that the employee's sense of commitment to the company can be seen from affective commitment, normative and continuity. In the affective component, employees who are members of the organization have the same desire as the goals of the organization, on the contrary, if employees feel forced to be part of the organization, they will avoid losses so that the effort expended is less than optimal. The normative component develops from the results of socialization that has been carried out by employees in the organization or company, this component creates a feeling of obligation to employees to provide reciprocity or reciprocity for what has been obtained from the organization. Continuance is the perception of the losses that will be faced if he leaves the organization.

The author's research also strengthens the results of the research conducted by

(Anggraeni & Rahardja, 2018) because it has the same results as the research conducted by the author. The difference lies in the number of samples and the analysis tool. (Anggraeni & Rahardja, 2018) stated that the higher the employee's organizational commitment, the higher the

performance. Employees with high commitment will be loyal and willing to do the things needed by the organization. With an interest in work, it can make employees continue to be enthusiastic in doing a job or given responsibility. Organizational commitment that is built in employees can have a positive effect in producing work so as to produce performance that is in accordance with the target.

In this study, the hypothesis was tested whether there was an effect of organizational commitment on employee performance, whether the formulated hypothesis could be proven using existing theories. The theory of organizational commitment performance uses the theory of (S. P. Robbins & Judge, 2008) with indicators of Affective Commitment, Normative Commitment and Continuance Commitment. Thus, the second hypothesis is suspected that there is a positive influence of organizational commitment on employee performance.

The Effect of Organizational Culture on Job Satisfaction

Based on the results of the Pearson product moment correlation analysis, the correlation coefficient value was 0.857. shows a very strong relationship between the independent variables simultaneously with the dependent variable. Another hypothesis test is carried out by performing a partial hypothesis test or t test, the tcount value on the Organizational Culture variable (X_1) is 6.869 and ttable is 1.967. Due to the value of tcount > ttable or 6.869 > 1.967, then H_0 is rejected and H_1 is accepted, meaning that Organizational

Culture (X_1) has a significant effect on Job Satisfaction (Z). The significant level (α) is 5%, and the degrees of freedom (v) = 324 ($n-(k+1)$) the ttable value is 1.967.

The results of the deepening of this research indicate that a strong organizational culture will increase employee job satisfaction. This is in accordance with the theory used in this study, namely the theory proposed by (Luthans, 2011). One of the indicators that we can see is the provision of salaries according to the workload and the existence of a clear promotion system in the company. Companies must build a strong culture so that employees have inspired references and values when doing work.

According to (Murtiningsih, 2020) the retention of casual and competent personnel has long posed a difficulty for firms facing competition. The organizational culture must be developed so that employees have a more pleasant working environment, higher work discipline, and better working relationships, consequently enhancing Job Satisfaction and Employee Retention. can conclude that organizational culture has a positive impact on job satisfaction, as expected by the third hypothesis.

The Effect of Organizational Commitment on Job Satisfaction

Based on the results of the partial t-test analysis, the tcount value for the Organizational Commitment variable (X_2) is 14,122 and ttable is 1,967. Due to the value of tcount > ttable or 14,122 > 1,967, then H_0 is rejected and H_1 is accepted, meaning that Organizational Commitment (X_2) has a

significant effect on Job Satisfaction (Z). When an employee is committed or has a sense of commitment to his company, it will produce good job satisfaction as well. Increasing the sense of commitment is important in organizations. A high sense of organizational commitment in employees will create a sense of responsibility for their work and obey the values and rules that exist in the organization. Employees who do not have a high sense of organizational commitment tend to be less responsible in their work and will be dissatisfied at work. This study also confirms the results of another study conducted by (Lizote & Verdinelli, 2017) where employees at the City Hall are satisfied with their work when they make organizational commitments and are not satisfied if their organizational commitment is only to comply with the norms. The results of this study The results of this study contribute to an understanding of the theoretical basis of organizational commitment and job satisfaction within the city hall and also to an understanding of how behavior is interrelated. The results of the research of the author and several previous researchers concluded that these findings could contribute to improving the performance of these institutions. Thus, the fourth hypothesis is suspected that there is a positive influence of organizational commitment on job satisfaction.

The Effect of Job Satisfaction on Performance

Based on the results of a simple linear regression test, the coefficient value $a = 8.085$ means that if Job Satisfaction (Z) is zero (0), then Employee Performance (Y)

will be worth 8.085 units, and $b = 0.602$ means Job Satisfaction (Z).) increases by one unit, then Employee Performance (Y) will increase by 0.602 units. Meanwhile, through the Pearson Product Moment correlation analysis, the value of the correlation coefficient (r) is 0.704 and the result of the analysis of the coefficient of determination is 49.5%. While the results of the hypothesis test stated that the t_{count} value of the Job Satisfaction variable (Z) was 17.848 and t_{table} was 1.967. Due to the value of $t_{count} > t_{table}$ or $17.848 > 1.967$, then H_0 is rejected and H_1 is accepted, meaning that Job Satisfaction (Z) has a significant effect on Employee Performance (Y).

This study also corroborates the findings of (Idris et al., 2020). According to the research, in order to improve overall performance, executives target and prioritize the well-being of their staff to motivate them to work more. This is an effort to gratify the personnel. According to the author, one of the most essential components of organizational behavior and human resource management is work satisfaction. This implies that job satisfaction might influence the pleasure, morale, and work motivation of employees, hence increasing performance. Thus, the fifth hypothesis is suspected that there is a positive effect of job satisfaction on performance.

The Effect of Organizational Culture on Performance through Job Satisfaction

Based on the results of the path analysis test, the Z_{count} value is 7.852. Z_{count} value of 7.852 compared to Z_{table} of 1.98, then Z_{count} is greater than Z_{table} or $7.852 >$

1.98 so that H_0 is rejected, meaning that Organizational Culture (X1) has a significant effect on Employee Performance (Y) mediated by Job Satisfaction (Z).

Other factors regarding this relationship may include internal and external factors that affect job satisfaction and staff performance. In addition, including more public organizations into the research analysis will also enrich the existing empirical evidence on the effect of change and organizational culture on the effect of staff performance in public organizations, which is mediated by job satisfaction. It is hoped that in the future there will be research comparing private organizations or companies and public organizations to enrich the research results. Based on the discussion above, thus the sixth hypothesis is suspected that there is a positive influence of organizational culture on performance through job satisfaction is proven.

The Effect of Organizational Commitment on Employee Performance through Job Satisfaction

Based on the results of the path analysis test, the Z_{count} value is 2.466. Z_{count} value of 19.076 compared to Z_{table} of 1.98, then Z_{count} is greater than Z_{table} or $19.076 > 1.98$ so that H_0 is rejected, meaning that Organizational Commitment (X) has a significant effect on Employee Performance (Y) mediated by Job Satisfaction (Z). The majority of previous research concludes that if there is a sense of fit from employees on organizational commitment, it will increase performance and job satisfaction.

However, empirical research that discusses the relationship between these variables is very limited, so the priority for organizations at this time is how companies or organizations must be able to pay attention to aspects or indicators that can affect job satisfaction so that it affects employees in working optimally. So it can be concluded that the better the organizational commitment, the better the performance and job satisfaction affects the two variables. Thus the seventh hypothesis suspected that there is a positive effect of organizational commitment on performance through job satisfaction.

CONCLUSIONS

Based on the results of research and discussion that have been carried out, the conclusions that can be drawn are as follows: a). There is a positive influence of organizational culture on employee performance. b). There is a positive influence of organizational commitment on employee performance. c). There is a positive influence of organizational culture on employee job satisfaction. d). There is a positive effect of organizational commitment on employee job satisfaction. e). There is a positive effect of job satisfaction on employee performance. f). There is a positive and significant influence of organizational culture on employee performance through job satisfaction. g). There is a positive and significant effect of organizational commitment on employee performance through job satisfaction.

In order to enhance the efficacy of

organizational culture, businesses can take into account the required job performance of their employees, so increasing their zeal for pursuing or accomplishing the defined work objectives. Organizations can also boost employee organizational commitment. It is possible, for instance, to provide training opportunities or seminars for employees so that they feel cared for by the company and develop a sense of company loyalty. To assist employees perform their duties more effectively, it may be a good idea to give them more time that they can use as they see fit, but which can also be quantified.

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