



DOI: <https://doi.org/10.38035/dijdbm.v6i2>
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Analysis of Factors Affecting Employee Performance with Organizational Commitment as an Intervening Variable in the Rehabilitation Center Work Unit of the Ministry of Defense of the Republic of Indonesia

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Abstract: This study aims to analyze the influence of organizational culture and work discipline on employee performance with organizational commitment as an intervening variable in the Rehabilitation Center Work Unit of the Ministry of Defense of the Republic of Indonesia (Satker Pusrehap Kemhan RI). The sample in this study was 110 employees, which was determined based on the purposive sampling method with a calculation of 5 times the number of research indicators. Hypothesis testing was carried out using the Partial Least Square (PLS) analysis technique with the help of Smart PLS software. The results of the study showed that organizational culture did not have a significant effect on employee performance, while work discipline had a positive and significant effect on employee performance. In addition, organizational commitment has a positive and significant influence on employee performance, while organizational culture has a positive and significant effect on organizational commitment. Other results also show that work discipline has a positive and significant effect on organizational commitment. These findings indicate that in improving employee performance in the Pusrehap Task Force of the Ministry of Defense of the Republic of Indonesia, work discipline and organizational commitment play a more dominant role compared to organizational culture.

Keyword: Employee Performance, Organizational Commitment, Organizational Culture, Partial Least Square (PLS), Work Discipline.

INTRODUCTION

In the era of globalization, organizational performance is the main factor in determining the effectiveness of institutions, including in the government sector. To achieve optimal productivity, organizations must manage human resources strategically. Employee performance is influenced by various factors such as work discipline, organizational culture, and employee commitment. A strong organizational culture creates a conducive work environment and increases employee engagement, which ultimately has an impact on

improved performance (Cameron & Quinn, 2019). Meanwhile, high work discipline ensures that employees carry out their duties and responsibilities in accordance with organizational standards, thereby increasing operational effectiveness (Robbins & Judge, 2021). However, the challenge of maintaining optimal employee performance is still an issue faced by various government work units.

The Rehabilitation Center Work Unit of the Ministry of Defense of the Republic of Indonesia (Satker Pusrehap Kemhan RI) is a work unit responsible for providing medical and social rehabilitation services for TNI members and the community. As a strategic institution in supporting the recovery and welfare of military personnel, employee performance is a key factor in ensuring the quality of services provided. However, in recent years, internal data shows an increase in the number of employees who are absent without explanation and delays in completing administrative tasks and rehabilitation services. It is recorded that in 2022, around 5% of employees were absent for no apparent reason, this figure increased to 8% in 2023, and reached 10% in 2024. In addition, the punctuality rate in attendance has also decreased, from 85% in 2022 to 75% in 2024. This trend shows that there are indications of a decrease in employee discipline and commitment, which can have an impact on the effectiveness of rehabilitation services provided by work units.

In addition to the problem of work discipline, the organizational culture in the Pusrehap Task Force of the Ministry of Defense of the Republic of Indonesia also shows several weaknesses. Based on the results of an internal survey of 100 employees, it was found that 60% of employees felt that communication between leaders and subordinates was still ineffective, 55% stated that organizational policies were less flexible, and 50% felt less involved in the decision-making process. This suboptimal organizational culture can reduce employee engagement at work, which ultimately impacts their productivity and performance. In addition to organizational discipline and culture factors, data shows that in recent years, the realization of employee work targets has decreased. This shows that the lower the discipline and the weaker the organizational culture, the greater the gap between the target and the realization of the employee's work.

Several studies have examined the relationship between organizational culture, work discipline, and employee performance, but the results still show inconsistencies. Several studies state that organizational culture has a positive influence on employee performance (Shahzad et al., 2016; Sucipto et al., 2019), while other studies show that the impact is not always significant or even negative in certain contexts (Pawirosumarto et al., 2017; Nusari et al., 2018). The same thing also occurs in work discipline research, where several studies show a positive contribution to improving employee performance (Sarwani, 2016; Lusiana & Firdaus, 2018), while other studies show that discipline that is too strict without the support of a good work environment can have a negative impact on productivity (Sumbung et al., 2016).

The inconsistency of the results of this study indicates the need for further research to understand how organizational culture and work discipline affect employee commitment, as well as their impact on performance. Therefore, this study aims to analyze the influence of organizational culture and work discipline on employee performance in the Ministry of Defense Pusrehap Task Force, with organizational commitment as a mediating variable. Specifically, this study will answer several key questions: (1) Does organizational culture have a positive and significant effect on employee performance? (2) Does work discipline have a positive and significant effect on employees? (3) Does organizational commitment have a positive and significant effect on employees? (4) Does organizational culture have a positive and significant effect on organizational commitment? (5) Does work discipline have a positive and significant effect on organizational commitment? By answering these questions, this research is expected to make an academic and practical contribution to the

management of human resources in the government environment, especially in the context of public service work units.

METHOD

Type of Research

This study uses an associative research design with a causal approach to analyze the relationship between organizational culture, work discipline, and employee performance, with organizational commitment as an intervening variable. Associative research is used to determine the influence of independent variables on dependent variables through hypothesis testing. This study uses a quantitative approach, namely data collection and analysis are carried out statistically to test previously established hypotheses (Siswanto et al., 2017).

Population and Sample

The population in this study is all employees who work in the Pusrehap Task Force of the Ministry of Defense of the Republic of Indonesia. The number of employees included in this population is 185 people, covering various positions and responsibilities. This study uses the purposive sampling method, which is a nonprobability sampling technique where participants are selected based on certain criteria. The sampling technique uses 5 times the total number of indicators. The number of research parameter variables to be used is as many as 22 parameter variables (indicators). So the sample used in this study is $5 \times 22 = 110$ respondents. The distribution of samples in various work units is presented in Table 1. The inclusion criteria for selecting respondents are:

1. Permanent employees who work at the Pusrehap Task Force of the Ministry of Defense of the Republic of Indonesia.
2. Employees with a minimum of one year of service to ensure an understanding of the organization's culture and policies.

Table 1. Sample Selection Distribution

No	Part	Population	Calculation	Sample
1	Section Heads	5	$(110/185) \times 5$	3
2	Supervisors	15	$(110/185) \times 15$	9
3	Rehabilitation Officers	46	$(110/185) \times 46$	27
4	Administrative Staff	50	$(110/185) \times 50$	30
5	Support Staff	44	$(110/185) \times 44$	26
6	Medical Staff	25	$(110/185) \times 25$	15
Total		185		110

Research Instruments and Data Collection

This study uses primary and secondary data. Primary data is collected through questionnaires and interviews, while secondary data is collected from relevant organizational records, reports, and literature.

1. Questionnaires: The primary data collection method involves a structured questionnaire designed with closed statements using a Likert scale (1 to 10), where 1 = Strongly Disagree and 10 = Strongly Agree.
2. Interviews: To complete the survey, interviews are conducted with selected employees to gain deeper insights into their perceptions of the organization's culture, work discipline, commitment, and performance.

3. Secondary Data: Includes existing organizational records, previous research, and relevant documentation to support the analysis.

Research Variables and Measurements

This study examined four variables:

1. Independent Variables:
 - a. Organizational Culture (X1): Defined as shared values, norms, and practices that influence employee behavior. Indicators: self-awareness, aggressiveness, personality, performance, team orientation (Edison et al., 2016).
 - b. Work Discipline (X2): Employee compliance with rules and regulations. Indicators: frequency of attendance, vigilance, compliance with work standards, compliance with regulations, work ethics (Siswanto, 2018).
2. Variable intervention:

Organizational Commitment (Z): The level of dedication and attachment of employees to the organization. Indicators: sense of belonging, organizational identification, organizational pride, loyalty (Suwibawa, 2018).
3. Dependent Variables:

Employee Performance (Y): The effectiveness of employees in completing assigned tasks. Indicators: work quantity, work quality, independence, initiative, adaptability, teamwork (Suwanto & Donni, 2016).

Data Analysis Techniques

This study uses descriptive and inferential statistics to analyze data using Partial Least Squares (PLS).

1. Descriptive Statistics
 - a. Used to summarize the characteristics of respondents (gender, age, education level and working period).
 - b. To provide an overview of the response to the research variables through mean, standard deviation, and frequency distribution.
2. Inferential Statistics (PLS-SEM)

Outer Model Evaluation: Measures the validity and reliability of the model.

- a. Convergent Validity: Analyzed using a loading factor (acceptable if > 0.6).
- b. Average Variance Extracted (AVE): Harus melebihi 0,5.
- c. Composite Reliability (CR) & Cronbach Alpha: CR > 0.7 and Cronbach Alpha > 0.6 indicate strong reliability.

Outer Model Evaluation: View the relationship between variables and models.

Coefficient determination (R^2): Measures the strength of the explanation (0.75 = strong, 0.5 = moderate, 0.25 = weak).

Hypothesis Testing

The hypothesis in this study was tested using structural equation modeling (SEM) with SmartPLS software.

RESULTS AND DISCUSSION

The total number of respondents who answered the statement in this study was 110 people. A descriptive statistical overview of the respondents' answers is shown in Table 2. The number of male respondents is less than that of female respondents and the age is dominated by the age group between 25 – 35 years old. This figure indicates that respondents are still classified as fresh graduates (energetic) and are still classified as very productive. The education level of the majority of respondents is high school educated and the aspect of employee tenure where the majority of respondents have a working period from 1 to 7 years,

this indicates that the quality of human resources in the organization is quite good where the longer a person works, it will affect a person's ability in the level of performance produced.

Table 2. Demographic data of respondents

Characteristic	Description	Frequency	Percentage (%)
Gender	Man	32	29.1
	Woman	78	70.9
Age	25-35 years old	45	40.9
	36-45 years old	42	38.2
	45-55 years old	23	20.9
Education Level	High School	66	60
	Diploma (D3)	12	10.9
	Bachelor (S1)	42	38.2
Working period	< 1 Year	9	8.2
	1 - 7 Years	88	80
	8 - 15 years	18	16.4
	15 years and older	5	4.5

In knowing the characteristics of the respondents to the variables used, an analysis will be carried out using the index value analysis technique. According to Ferdinand (2013), the number of answers given by respondents starts from 1 to 10, so, the resulting index number will show a score between 110-11 with a range of 99. In this study using the Three Box Method, the value range of 99 is divided into 3 parts, as in Table 3.

Table 3. Index number analysis

Interval Indeks	Value Interpretation
11 – 44	Low
> 44 – 77	Medium
> 77 – 110	High

1. Description of Organizational Culture Variables (X1)

Table 4 is the calculation of the index value for the organizational culture variable, showing that the organizational culture variable has an average index value of 93.9 So it can be concluded that the organizational culture variable is in the high category. This indicates that the organizational culture in the organization is very good.

Table 4. Respondents' response to organizational culture (X1)

Indicator	Respondent's Answer Frequency										Sum	Index	Category
	1	2	3	4	5	6	7	8	9	10			
X _{1.1}	0	0	0	2	1	2	12	30	19	44	110	96	High

		0	0	0	8	5	12	84	240	171	440	960		
X_{1. 2}		0	0	0	0	1	2	11	44	23	29	110	94.3	High
		0	0	0	0	5	12	77	352	207	290	943		
X_{1. 3}		0	0	0	0	0	2	6	36	24	42	110	97.8	High
		0	0	0	0	0	12	42	288	216	420	978		
X_{1. 4}		0	0	0	0	1	2	11	26	26	44	110	97.6	High
		0	0	0	0	5	12	77	208	234	440	976		
X_{1. 5}		0	0	0	0	2	1	13	39	27	28	110	94.2	High
		0	0	0	0	10	6	91	312	243	280	942		
Average													93.9	High

2. Description of Work Discipline Variables (X2)

Table 5 shows that the work discipline variable has an average perception index of 96.02. Therefore, it can be concluded that the work discipline variable is in the high category. This indicates that the level of employee discipline in the organization is very high.

Table 5. Respondents' responses to work discipline (X2)

Indicator	Respondent's Answer Frequency										Sum	Index	Category
	1	2	3	4	5	6	7	8	9	10			
X_{2. 1}	0	0	0	0	1	4	10	33	21	41	110	96.2	High
	0	0	0	0	5	24	70	264	189	410	962		
X_{2. 2}	0	0	0	0	0	2	16	45	23	24	110	93.1	High
	0	0	0	0	0	12	112	360	207	240	931		
X_{2. 3}	0	0	0	0	0	3	7	34	20	46	110	97.9	High
	0	0	0	0	0	18	49	272	180	460	979		
X_{2. 4}	0	0	0	0	3	0	10	31	28	38	110	96.5	High
	0	0	0	0	15	0	70	248	252	380	965		
X_{2. 5}	0	0	0	0	0	2	12	30	32	34	110	96.4	High
	0	0	0	0	0	12	84	240	288	340	964		
Average												96.02	High

3. Description of the Organizational Commitment Variable (Z)

Table 6 shows the calculation of the index value of the organizational commitment variable. where the organizational commitment variable has an average perception index of 94.42 So it can be concluded that the organizational commitment variable is in the high category. This indicates that the commitment of employees to the organization is very good.

Table 6. Respondents' responses to organizational commitments (Z)

Indicator	Respondent's Answer Frequency										Sum	Index	Category
	1	2	3	4	5	6	7	8	9	10			
Z. 1	0	0	0	0	3	4	15	35	25	28	110	92.9	High
	0	0	0	0	15	24	105	280	225	280	929		
Z. 2	0	0	0	0	2	3	17	39	25	24	110	92.4	High
	0	0	0	0	10	18	119	312	225	240	924		
Z. 3	0	1	0	0	2	1	12	32	27	35	110	95.1	High
	0	2	0	0	10	6	84	256	243	350	951		
Z. 4	0	0	0	0	2	5	9	35	32	27	110	94.1	High
	0	0	0	0	10	30	63	280	288	270	941		
Z. 5	0	0	0	0	0	2	16	23	31	38	110	96.7	High
	0	0	0	0	0	12	112	184	279	380	967		
Z. 6	0	0	0	2	0	0	17	29	26	36	110	95.3	High
	0	0	0	8	0	0	119	232	234	360	953		
Average												94.42	High

4. Description of Employee Performance Variable (Y)

Table 7 shows that the Employee Performance variable has a perception index of 95.63 so it can be concluded that the employee performance variable is in the high category. This indicates that the performance that employees produce for the organization is very good.

Table 7. Respondents' responses to employee performance (Y)

Indicator	Respondent's Answer Frequency										Sum	Index	Category
	1	2	3	4	5	6	7	8	9	10			
Y. 1	0	0	0	2	0	0	12	31	22	43	110	96.8	High
	0	0	0	8	0	0	84	248	198	430	968		
Y. 2	0	0	0	2	0	0	14	29	37	28	110	95.1	High
	0	0	0	8	0	0	98	232	333	280	951		
Y. 3	0	0	0	0	3	2	10	37	25	33	110	94.8	High
	0	0	0	0	15	12	70	296	225	330	948		
Y. 4	0	0	0	0	5	1	15	28	30	31	110	94	High
	0	0	0	0	25	6	105	224	270	310	940		
Y. 5	0	0	0	0	1	2	11	26	31	39	110	97.1	High
	0	0	0	0	5	12	77	208	279	390	971		

Y. 6	1	0	0	0	0	1	10	32	33	33	110	96	High
	1	0	0	0	0	6	70	256	297	330	960		
Average												95.63	High

The data and information obtained from the survey results were then processed using the appropriate statistical method, namely using the SmartPLS program with PLS-SEM Second-Order Construct analysis. The research development model that was formed is presented in Figure 1.

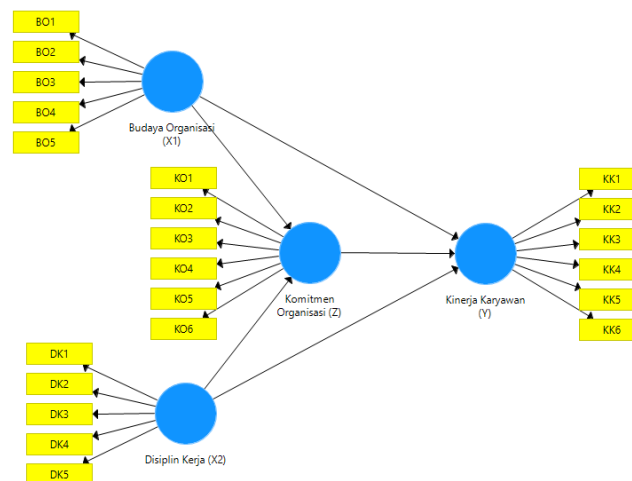


Figure 1. Research Model

Then SEM analysis testing was carried out in three stages, namely outer model analysis and inner model analysis. Figure 2 explains that the organizational commitment variable has a loading factor value of 0.529 and the value does not meet the criteria because it < 0.6 , so the indicator must be deleted. If the indicator is deleted, a new model will be formed, and it will be seen if there is an indicator whose value is still > 0.6 . If there is none, further analysis can be carried out. where the results of the outer model algorithm after the indicators that do not meet the criteria are removed are presented in Figure 3.

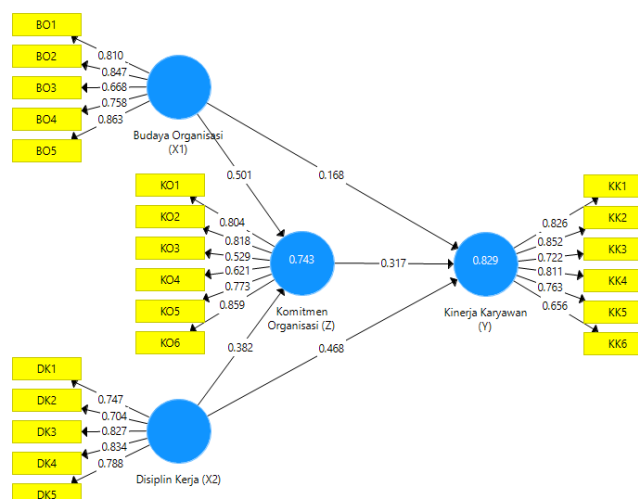


Figure 2. Algorithm Outer Model Results

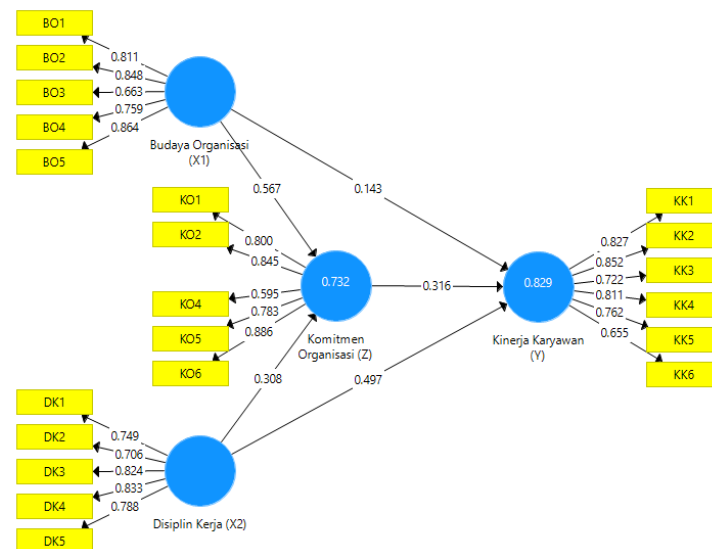


Figure 3. Algorithm Outer Model Results

The results of the Construct Reliability Test can be seen in Table 8. The value of Cronbach's Alpha in each variable has a $>$ value of 0.6 so that it can be concluded that the indicator is consistent in measuring its construction. Furthermore, for the AVE value, each variable has a $>$ value of 0.5. where the AVE value is used to show how much variant the indicator contains by its construction. The Composite Reliability value has a $>$ value of 0.7 so that it meets the criteria.

Table 8. Construction Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Culture (X_1)	0.849	0.852	0.893	0.628
Work Discipline (X_2)	0.839	0.839	0.886	0.610
Employee Performance (Z)	0.865	0.877	0.899	0.600
Organizational Commitment (Y)	0.842	0.853	0.890	0.621

Testing of the Inner Model can be seen in Table 9. The R-Square value for the employee performance variable was 0.829 and the organizational commitment variable was 0.732. For employee performance variables that have an R-square value of 0.829, it means that 82.9% of the variables of organizational culture, work discipline and organizational commitment are able to explain the employee performance variables. While the remaining 17.1% was explained by other variables outside the research variables tested. Furthermore, for the organizational commitment variable which has an R-square value of 0.732, meaning that 73.2% of the organizational culture and work discipline variables are able to explain the organizational commitment variable, while the remaining 26.8% is explained by other variables outside the tested research variables.

Table 9. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Employee Performance	0.829	0.824
Organizational Commitment	0.732	0.727

Hypothesis testing is carried out on the basis of the results of testing the structural model (inner model) which can be seen through the analysis of the output of R-Square, coefficient parameters and t-statistics. The test results are shown in Table 10. Based on the results of the PLS-SEM analysis output, organizational culture on employee performance through organizational commitment has a t-statistical value of 2,640 and a significance level of 0.009 is below the P-value requirement of < 0.05 with a significance level of 0.05 (5%) which shows significance. However, the indirect effect of work discipline on employee performance through work motivation has a t-statistical value of 1.583 and a significance level of 0.114 and does not enter the P-value requirement criteria of < 0.05 with a significance level of 0.05 (5%), then the results are not significant.

Table 10. Indirect Effect Testing)

			Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Organizational Culture	→	Organizational Commitment → Employee Performance	0.179	0.166	0.068	2.640	0.009
Work Discipline	→	Organizational Commitment → Employee Performance	0.097	0.095	0.061	1.583	0.114

The results of the study show that organizational culture on employee performance is not proven to have a significant effect. It is shown based on the results of testing the influence of organizational culture variables on employee performance which has a T-Statistics value of $1,220 < 1,967$ and a P-value of $0.223 > 0.05$. The influence of organizational culture on employee performance is negative. This means that no matter how much the organizational culture increases, it will not affect employee performance. This research is supported by previous research researched by previous researchers Girsang (2015) and Ferdian and alya (2020) which stated that organizational culture has no effect on employee performance.

The results of the test conducted by the work discipline variable have a positive and significant effect on employee performance, which is shown by the T-Statistics value of $4,609 > 1,967$ and the P Value value of $0.000 < 0.05$, meaning that it has a positive and significant effect. The results of this study are in line with previous research, namely Septiasari (2017), Husain (2018), and Hestini (2020) who stated that work discipline has a significant effect on employee performance variables. Likewise, the results of the test conducted by the organizational commitment variable had a positive and significant effect on employee performance, which was shown by the T-Statistics value of $3,242 > 1,967$ and the P Value of $0.001 < 0.05$. This is in line with research conducted by Ramalho Luz, et al. (2016) and Parveen (2019) who explained that organizational commitment has a positive and significant effect on employee performance.

The results of the test conducted by the variable of organizational commitment have a positive and significant effect on employee performance, which is shown by the T-Statistics value of $3,721 > 1,967$ and the P Value of $0.000 < 0.05$. This is in line with previous research conducted by Inanlou & Ji-Young Ahn, (2017), Wibawa, (2018) and Samuel, et all (2020) which explained that organizational culture has a significant positive influence on organizational commitment. Likewise, the test results conducted by the work discipline variable have a positive and significant effect on organizational commitment, which is shown by a T-Statistics value of $1,985 > 1,967$ and a P-Value of $0.048 < 0.05$. This is in line with research conducted by Hasan and Suhermin, (2019) and Surito, et all (2019) which explained that work discipline has a significant positive effect on organizational commitment.

CONCLUSION

This study concludes that organizational culture does not have a significant influence on employee performance, while work discipline and organizational commitment have a positive and significant influence on employee performance in the Pusrehap Task Force of the Ministry of Defense of the Republic of Indonesia. Organizational culture was found to have a significant effect on increasing organizational commitment, which shows that understanding and applying organizational values can increase employee loyalty to the institution. In addition, high work discipline not only has an impact on improving performance but also strengthens employee commitment to the organization. The implication of this study is that the Indonesian Ministry of Defense Pusrehap Task Force needs to strengthen the internalization of organizational culture and improve work discipline management strategies to support employee performance. Management also needs to ensure policies that encourage organizational commitment by creating a conducive work environment and providing career development opportunities for employees. With the right strategy, increasing work discipline and organizational commitment can be the main factor in increasing the effectiveness of employee performance within the Ministry of Defense Pusrehap Task Force.

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