

## Effect Of Commitments And Cultural Organizational On Organizational Performance Through Job Satisfaction In PT. Olam Indonesia

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**ABSTRACT:** This study aimed to determine the effect of organizational commitment and organizational culture on organizational performance simultaneously, determine the effect of organizational commitment on organizational performance partially determine the influence of organizational culture on organizational performance partially determine the effect of job satisfaction on organizational performance partially determine the effect of commitment organization to work performance through job satisfaction and determine the influence of organizational culture on organizational performance through variable job satisfaction. The study was conducted on the organization of PT. Olam Indonesia. The sampling technique used involves random samples with 109 employees in the organization. Analysis of data using path analysis.

The results showed that the variables of organizational commitment and organizational culture influence on organizational performance simultaneously. Variable organizational commitment, organizational culture and satisfaction variables affect the performance of an organization partially. The direct effect of organizational commitment on organizational performance is greater than the indirect effect of job satisfaction. The direct effect of organizational culture on organizational performance is greater than the indirect effect on satisfaction. Variable job satisfaction as an intervening variable between organizational cultural on organizational performance.

**KEYWORDS:** organizational commitment, organizational culture, job satisfaction, organizational performance

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### I. INTRODUCTION

Every organization needs employees who have a superior performance. Performance shown is the result of both quantitatively and qualitatively. Performance quantitatively the results obtained were measured by numbers such as the number of the work of employees in the unit every day, the total weight of goods that can be lifted employees and so while the work qualitatively can be demonstrated by the quality as good or bad results of work produced by employees.

Factors that may affect the performance of the organization is an organizational commitment, organizational culture, and job satisfaction. Organizational commitment is important to the organization due to their commitment to the organization is expected to have a level of resilience in working high. Their employees who move and do not care about the organization show that the employee has a low organizational commitment. In the study, Tobias (2016) stated that organizational commitment affects the performance of the organization is working on a company. The research was conducted at PT. Perkebunan Nusantara III in North Sumatra.

Al-Ahmadi (2009) states that organizational commitment affects the performance of the organization. The research was conducted on nurses working in hospitals in Riyadh region of Saudi Arabia. The higher the stretcher on the performance of the organization's commitment is also getting bigger. It was also addressed by the research results Lopopolo (2002), which conducts research on a number of employees at the hospital.

### II. LITERATURE REVIEW

#### Organizational Performance

According to Richard et al (2009) in James (2012) the performance of the organization is generated by an organization that includes the result that financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of the market (product market performance) as an extension market share and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

The purpose of productivity associated with the development of that organization (Shrestha, 2005). Small organizations that have a desire to continue to grow and become large. The growing organization in order development itself.

Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group) is to perform monitoring and reporting programs and pay attention to objectives achieved. Performance is measured based on the activities of the program to run, products, and services produced. The effectiveness of the organization's achievement of performance should be able to answer questions

- a. How the project is implemented well
- b. The achievement of organizational goals
- c. Satisfaction of consumers who served
- d. The process must be controlled
- e. development organization

Besides, according to Kaplan and Norton (1992), the organization's performance should be measured in terms of concept not only financial but also from non-financial. Performance can be measured by productivity, quality, consistency and so on.

### **Organizational Commitment**

According to Robbins and Judge (2008: 100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

According to Moorhead and Griffin (2013: 73), organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Robbins and Judge (2008: 101) states that there are three separate dimensions of organizational commitment are:

1. Affective commitment to the organization is an emotional feeling and belief in its values.
2. Ongoing commitment is the perceived the economic value of surviving in an organization when compared to leaving the organization.
3. Normative commitment is an obligation to stay in an organization for reasons of moral and ethical.

### **Organizational Culture**

Robbins (2000) states that organizational culture is a system of shared meaning in an organization that determines the higher level how the employee's act. Organizational culture is a value system that is believed by all members of the organization and learned and applied and developed on an ongoing basis which serves as the overall system. Robbins (1998) states: organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organization. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization values.

Further Robbins (2000) argues that: "The culture of the organization as the dominant values are disseminated within the organization that made the employees working philosophy as a guide for the organization's policy in managing employees.

Organizational culture as a series of values and norms that control the organization's members to interact with each other and with suppliers, customers, and others outside the organization. Organizational culture consists of the final state that the organization seeks to achieve (terminal value) and model drives organizational behavior (instrumental values). Ideally, the instrumental value to help organizations achieve terminal objectives. Actually, different organizations have different cultures because they process setting terminal and instrumental values are different.

Organizational culture has a broad meaning. According to Dessler (2006), organizational culture is characteristic values, traditions, and behavior of employees in the company. According to Luthans (2000) is the

organizational culture norms and values that guide the behavior of members of the organization. Each member will behave in accordance with the prevailing culture in order to be accepted by the environment.

Schein in Luthan (2000) defines organizational culture as a pattern of basic assumptions that are found, created or developed by a certain group with the intention that the organization learns to overcome or cope with his problems arising from external adaptation and internal integration that is already running pretty good, so it needs to be taught to new members as the correct way to perceive, think and feel pleased with these problems.

### Job Satisfaction

Job satisfaction according to Martoyo (1992: 115), essentially a psychological one aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills, and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee/employee subjectively determine how the work was satisfactory.

According to Tiffin (1958) in As'ad (1995: 104) job satisfaction is closely related to the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. Meanwhile, according to Blum (1956) in As'ad (1995: 104) suggests that job satisfaction is the general attitude is the result of some special attitude towards factors - factors work, adjustment and individual social relationships outside of work.

Hasibuan (2006: 202) job satisfaction is a pleasant emotional attitude and loves his job. This attitude shows with morale, discipline, and work performance. Job satisfaction in the job, off the job, and combinations. Rivai (2004: 475) which describes the evaluation of a person's satisfaction is a top feeling happy or not in attitude to work. Meanwhile, according to Cherrington (2010) "job satisfaction basically refers to how much an employee like his job". Nelson and Quick (2006) revealed that job satisfaction is affected by five specific dimensions of work, namely the salary, the job itself, promotion, supervision, and co-workers.

## III. RESEARCH METHODS

### Research Design

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable. Relationships between variables can be described in terms of the path analysis diagram as follows:

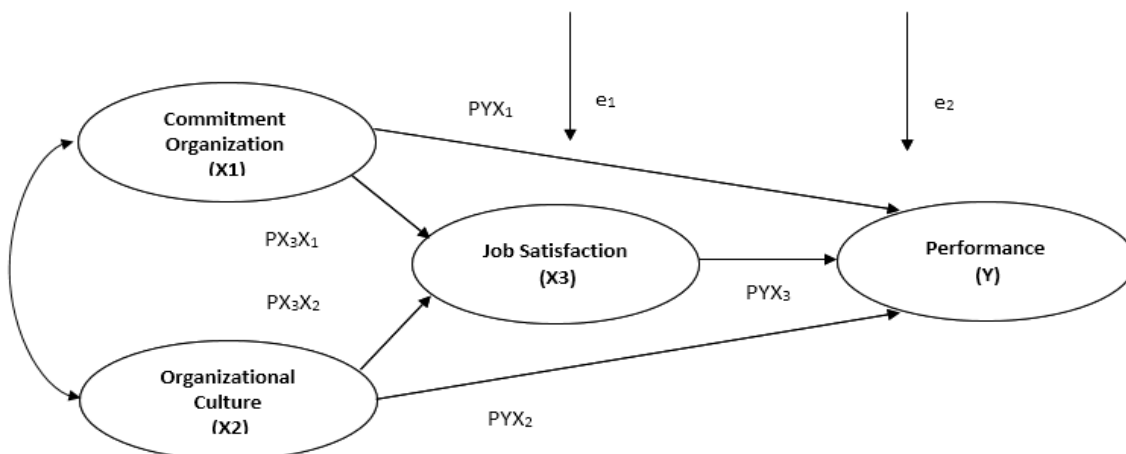


Figure 1. Research Framework

### Population and Sample

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 1990).

The population used in this study is the number of employees of the company that as many as 151 people. The number of samples taken by the formula Slovin namely  $n = 150 / (1 + 151 \times 0,052) = 109$ . This sampling method is simple random. The amount is distributed in 10 sections / functional companies, such as finance, HR, marketing, sales, production and so on. Every part of the company was taken 10-11 people so totaling 109 people.

**IV. RESULTS AND DISCUSSION**

**1. Analysis of the results of the organization's commitment**

Organizational commitment variable positions include 5 questions compiled from the numbers 1 to 5. The question is then raised to 109 employees. Before further analyzed the results of the questionnaire were seen in validity and reliability. The validity of the test results can be seen in the following table.

**Table 1. Results of the validity of the question of organizational commitment**

Item-Total Statistics				
item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1	16.3761	10.978	,406	,926
X2	15.4220	7.172	,807	,461
X3	15.4587	7.121	,787	,465
X4	15.8899	9.617	,396	,644
X5	15.4220	7.172	,807	,461

Based on the above table it is known that the correlation between multiple items with a total greater than the value 0.1956. This value is taken from table r with the level  $df = 109 - 2 = 107$ . This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable. Calculating Cronbach's alpha using SPSS version 21 with the following results.

**Table 2. Results of the reliability of the organization's commitment question**

Reliability Statistics	
Cronbach's Alpha	N of Items
,676	5

Based on the above data it is known that the Cronbach Alpha value of 0.676. The value of greater than 0.6 so that it can be said that the question of organizational commitment variables is reliable.

**2. Analysis of the results of the organizational culture variables**

Variables include the organizational culture 7 questions drawn from number 6 to 12. The question is then raised to 109 employees. Before further analyzed the results of the questionnaire were seen in validity and reliability. The validity of the test results can be seen in the following table.

**Table 3. Results of the validity of the question in the organizational culture variables.**

Item-Total Statistics				
item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X6	17.9633	28.406	,432	,828
X7	18.5138	23.678	,592	,765
X8	18.6606	28.226	,479	,818
X9	18.3303	21.575	,821	,718
X10	18.3303	21.575	,821	,718
X11	18.7248	27.609	,447	,807
X12	18.3945	23.223	,688	,747

Based on the above table it is known that the correlation between the items with a total greater than the value 0.1956. This value is taken from table r with the level  $df = 109 - 2 = 107$ . This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable.

**Table 4. Results of calculation of Cronbach alpha organizational culture variables**

Reliability Statistics	
Cronbach's Alpha	N of Items
,802	7

Based on the above data it is known that the Cronbach Alpha value of 0.802. The value is greater than 0,6 so that it can be said that the question of organizational culture variables is reliable.

**3. Analysis of the results of the satisfaction variables**

Job satisfaction variables included 12 questions drawn from number 13 to 24. The question is then raised to 109 employees. Before further analyzed the results of the questionnaire were seen in validity and reliability. The validity of the test results can be seen in the following table.

**Table 5. Results of the validity of the question on satisfaction variables**

Item-Total Statistics				
item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X13	37.6422	29.973	,491	,584
X14	38.6422	26.528	,616	,544
X15	38.6422	26.528	,616	,544
X16	38.5872	36.597	,462	,722
X17	37.6422	30.065	,481	,586
X18	38.0826	32.706	,492	,618
X19	38.8899	29.210	,366	,599
X20	39.0642	32.283	,490	,633
X21	37.6514	30.229	,466	,588
X22	38.9358	30.783	,308	,612
Y23	38.5505	32.435	,455	,641
Y24	38.1560	37.151	,492	,674

Based on the above table it is known that the correlation between multiple items with a total greater than the value 0.1956. This value is taken from table r with the level  $df = 109 - 2 = 107$ . This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable.

**Table 6. Results The Cronbach alpha calculation variables job satisfaction**

Reliability Statistics	
Cronbach's Alpha	N of Items
,637	12

Based on the above data it is known that the Cronbach Alpha value of 0.637. The value of greater than 0.6 so that it can be said that the question of organizational culture variables is reliable.

**4. Analysis of the results of organizational performance variables**

Organizational performance variables included 12 questions drawn from number 25 to 36. The question is then raised to 109 employees. Before further analyzed the results of the questionnaire were seen in validity and reliability. The validity of the test results can be seen in the following table.

**Table 7. Results of the validity of questions on organizational performance variables**

Item-Total Statistics				
item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y25	38.9450	33.534	,443	,719
Y26	38.1835	29.985	,361	,657
Y27	39.1009	27.388	,441	,640
Y28	38.7523	35.225	,478	,717
Y29	38.7064	30.098	399	,654
Y30	39.7706	31.993	,484	,699
Y31	39.2752	27.442	,400	,648
Y32	39.3119	26.883	,436	,640
Y33	38.3945	28.056	,463	,639
Y34	39.1101	27.266	,452	,638
Y35	38.7798	28.784	,517	,637
Y36	38.8165	28.133	,562	,629

Based on the above table it is known that the correlation between the items with a total greater than the value 0.1956. This value is taken from table r with the level  $df = 109 - 2 = 107$ . This means that all items are valid questions that can be used for further analysis.

Additional testing needs to be done to look at the quality of data is to perform reliability testing. The test is performed by comparing the value of Cronbach's alpha with a value of 0.6. If the Cronbach alpha values greater than 0.6, it can be said that the question to be reliable.

**Table 8. Results of the calculation of employee performance variables Cronbach alpha**

Reliability Statistics	
Cronbach's Alpha	N of Items
,682	12

Based on the above data it is known that the Cronbach Alpha value of 0.682. The value of greater than 0.6 so that it can be said that the question of organizational performance variables is reliable.

## V. DISCUSSION

### 1. The influence of organizational commitment and organizational culture on organizational performance

Linear analysis model can be based on calculations using SPSS program as follows.

**Table 9. Results of the analysis of the first equation**

Coefficients						
Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	16.291	2.489		6.545	,000
	COMMITMENT	,706	,110	,421	6.397	,000
	CULTURE	573	,067	,561	8.530	,000

a. Dependent Variable: PERFORMANCE

Based on the tables above, the simultaneous structural equations can be described as follows  $Y = 0,421X_1 + 0,561X_2$ . F count can be obtained from the following table

**Table 10. Calculate the F value equations simultaneously**

ANOVA						
Model		Sum of Squares	df	mean Square	F	Sig.
1	Regression	2021.529	2	1010.765	64.095	,000b
	residual	1671.608	106	15.770		
	Total	3693.138	108			

a. Dependent Variable: PERFORMANCE  
b. Predictors: (Constant), CULTURE, COMMITMENT

Based on the above table it is known that the calculated F value of 64.095 and significance of 0.00. This value is less than 0.05. This means that the variable organizational commitment and organizational culture influence on organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

**Table 11. Value r squared regression model first**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,740a	,547	,539	3.97113

a. Predictors: (Constant), CULTURE, COMMITMENT

Based on the above table it is known that the value of r squared of 54.7% means that variable organizational commitment and organizational culture affect the organizational performance of 54.7% while the rest influenced by other variables that are not incorporated into the model equations.

### 2. Analysis of the influence of organizational commitment on organizational performance partially

The results of the analysis of the effect of organizational commitment on performance can be partially seen in the following table.

**Table 12. Results of the analysis of the second regression equation**

Coefficients						
Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		

1	(Constant)	26.443	2,825		9.359	,000
	COMMITMENT	,816	,142	,486	5.759	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,486X1$$

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.486. T value of 5.759. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

**Table 13. Value r squared second equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,486a	,237	,230	5.13296

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r squared value of 0.237. This means that the influence of organizational commitment variables on the performance of 23.7% and the rest influenced by other variables not included in the model equations.

### 3 Analysis of the influence of organizational culture on organizational performance partially

Results of the analysis of the influence of organizational culture on performance can be partially seen in the following table.

**Table 14. Results of the analysis of the third regression equation**

Coefficients						
Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	29.077	1,738		16.732	,000
	CULTURE	,623	,078	,610	7.972	,000

a. Dependent Variable: PERFORMANCE

The structural equation above data can be seen as follows

$$Y = 0,610X2$$

Based on the chart above analysis it is known that the coefficient of 0.610 organizational culture. T value of 7.972. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational culture variables affect the performance of an organization partially. The magnitude of the influence of organizational culture on organizational performance can be seen in the following table.

**Table 15. Value quadratic equation r third**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,610a	,373	,367	4.65336

a. Predictors: (Constant), CULTURE

Based on the above table it can be seen r squared value of 0.373. This means that the influence of organizational culture variables on organizational performance by 37.3% and the rest influenced by other variables not included in the model equations.

### 4. Analysis of the effect of job satisfaction on organizational performance partially

The results of the analysis of the effect of job satisfaction on performance can be partially seen in the following table.

**Table 16. Results of the fourth regression equation analysis**

Coefficients						
Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	7.741	2,070		3.739	,000
	SATISFACTION	,831	,049	,854	16.946	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,854X3$$

Based on the chart above analysis it is known that the satisfaction coefficient of 0.854. T value of 16.946. The significant value of 0.00. The significance value smaller than 0.05. This means that job satisfaction variables affect the performance of an organization partially. The magnitude of the effect of job satisfaction on organizational performance can be seen in the following table.

**Table 17. Value r squared fourth equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,854a	,729	.726	3.06092
a. Predictors: (Constant), SATISFACTION				

Based on the above table it can be seen r squared value of 0.729. This means the effect of job satisfaction variables on organizational performance by 72.9% and the rest influenced by other variables not included in the model equations.

**5. Analysis of the influence of organizational commitment on organizational performance through variable satisfaction**

**Table 18. Effect of the organization's commitment to satisfaction**

Coefficients						
Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	21.014	2.622		8.015	,000
	COMMITMENT	1,058	,131	,614	8.047	,000
a. Dependent Variable: SATISFACTION						

Based on the above table it can be seen that the influence of organizational commitment on organizational performance is 0.486. The influence of organizational commitment on performance through satisfaction is  $0,614 \times 0,854 = 0.524$ . In this case, the indirect effect is greater than the direct effect.

**6. Analysis of the influence of organizational culture on organizational performance through variable satisfaction**

The coefficient of organizational culture on organizational performance can be seen in the following table

**Table 19. The coefficient of cultural influences working against performance through satisfaction**

Coefficients						
Model		Coefficients unstandardized		standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	24.421	1,435		17.012	,000
	CULTURE	,808	,065	,771	12.518	,000
a. Dependent Variable: SATISFACTION						

Based on the above table it can be seen that the direct effect of organizational culture on organizational performance is .771. While the influence of organizational culture on organizational performance through satisfaction is  $0,771 \times 0,854 = 0.6584$ . In this case, the direct effect is greater than the indirect effect

**VI. CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

1. Variable organizational commitment and organizational culture influence on organizational performance simultaneously. Calculated F value of 64.095 and significance of 0.00. This value is less than 0.05. R squared value of 54.7% means that variable organizational commitment and organizational culture affect the organizational performance of 54.7% while the rest influenced by other variables that are not incorporated into the model equations.
2. Organizational commitment variables affect the performance of an organization partially. T value of 5.759. The significant value of 0.00. The significance value smaller than 0.05. r squared value of 0.237. This means that the influence of organizational commitment variables on the performance of 23.7% and the rest influenced by other variables not included in the model equations.
3. Organizational culture variables affect the performance of an organization partially. T value of 7.972. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.373. This means



that the influence of organizational culture variables on organizational performance by 37.3% and the rest influenced by other variables not included in the model equations.

4. Job satisfaction variables affect the performance of an organization partially. T value of 16.946. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.729. This means that the effect of satisfaction variables on organizational performance by 72.9% and the rest influenced by other variables not included in the model equations.
5. The influence of organizational commitment on organizational performance is 0.486. The influence of organizational commitment on performance through satisfaction is  $0,614 \times 0,854 = 0.524$ . In this case, the indirect effect is greater than the direct effect.
6. The direct effect of organizational culture on organizational performance is .771. While the influence of organizational culture on employee performance through satisfaction is  $0,771 \times 0,854 = 0.6584$ . In this case, the direct effect is greater than the indirect effect.

## VII.RECOMMENDATIONS

1. Organizational performance needs to be improved through an increase in the amount of organizational commitment, organizational culture, and employee satisfaction at work. Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness and personality enhancement training activities.
2. Cultural organizations also need to be increased by pledging employees on company demands such as high work discipline, achieving sales targets, communication, and openness. Habituation is done through awareness, increased confidence and then the practice or implementation of the desired company culture.
3. Employee satisfaction level also needs to be improved by considering the needs of both the needs of employees that are financial and non-financial needs. Non-financial companies such as appreciation, communication and good relationships between employees and leaders also need to be considered. Financial needs such as salaries and commissions also need to be considered with due regard to employee performance and the company's ability to fulfill it.

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