

THE EFFECT OF
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ORGANIZATIONAL CULTURE ON
JOB SATISFACTION AND
EMPLOYEE PERFORMANCE AT
PT VIRAMA WORKS (PERSERO)
SURABAYA

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THE EFFECT OF ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT PT VIRAMA WORKS (PERSERO) SURABAYA

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ABSTRACT

The event that occurs in organizational commitment, job satisfaction, and organizational culture at PT. Virama Karya (Persero) Surabaya, seems to still need serious attention to improve employee performance. This study aims to determine the effect of Organizational Commitment and Organizational Culture on Employee Satisfaction and Performance and to determine the effect of Job Satisfaction on Employee Performance at PT. Virama Karya (Persero) Surabaya.

A quantitative approach is used in the research. The research uses the type of explanatory research. The sample population is 125 employees of PT Virama Karya (Persero) Surabaya. The research sample selection technique is total sampling. Questionnaire distribution was used in data collection. Data management is carried out using the Partial Least Square (PLS) analysis tool.

The results showed that Organizational Commitment and Organizational Culture had an effect on Job Satisfaction at PT Virama Karya (Persero) Surabaya. However, Organizational Commitment and Organizational Culture have no effect on Employee Performance at PT Virama Karya (Persero) Surabaya. While Job Satisfaction has an effect on Employee Performance at PT Virama Karya (Persero) Surabaya.

Keywords: Organizational Commitment, Organizational Culture, Job Satisfaction, Employee Performance

INTRODUCTION

In every organization, humans always have an active and dominant role because humans are actors, determinants, and planners of all things that are the goals of an organization. Escalate employee performance will provide progress for the company, therefore the main priority for the company is to maximize human resources in creating good and optimal performance. Robbins & Judge, (2016:397), said that performance is the result of evaluating the work carried out by individuals compared to the criteria that have been set together. Generally, employee performance is influenced by 2 factors, namely internal and external factors. Internal factors are factors that come from within employees, including Job Satisfaction And Organizational Commitment. Employee Performance is the level of success of employees in carrying out their duties. External factors are factors that come from outside the employee, such as Leadership, Work Security and Safety, and Organizational Culture.

Employee Behavior is influenced by the work environment that is formed from Organizational Culture, with the hope of improving Employee Performance. One of the external factors that affect employee performance is organizational culture. According to Soedjono (2010) organizational culture is a value developed by an organization to be used as a behavioral guide for members of the organization. According to Handoko (2011:61), job satisfaction is defined as an emotional state of pleasure or displeasure with employees viewing their work. Employees who are satisfied with their jobs and find their work interesting tend to perform well.

Organizational commitment is employee support for the organization with the aim and desire to remain a member of the organization (Robbins and Judge, 2012). Commitment is considered an important factor in determining the overall organization. Commitment is explained as the belief of one party that establishing a relationship with another party is an important matter that affects the best interests of both parties in the relationship (Kirana, 2019). An employee's commitment to their organization can be an important tool to improve employee performance (Khan et al., 2010). If employees have a good perception of organizational culture, employees will be satisfied with their work. Conversely, employees tend to be dissatisfied with their jobs if they have a bad perception of organizational culture (Robbins and Judge, 2012). In addition to organizational culture and job satisfaction, another variable that affects employee performance is organizational commitment. Organizational commitment is related to organizational culture. According to Robbins and Judge (2012:58), one of the specific results of a strong organizational culture is a decrease in employee turnover. Achieving goal alignment between employees and the organization through culture will build organizational commitment among employees.

The phenomenon that occurs in organizational commitment, job satisfaction and organizational culture at PT. Virama Karya (Persero) Surabaya, it seems that it still needs serious attention improve employee performance. In this case, organizational commitment, like pride in the organization and being willing to work hard for the organization, does not seem to have been fully reflected in the daily attitudes of employees, This can be seen from the way some employees work as usual (business as usual), lack of innovation and creativity, even though at this time various breakthroughs and innovations are needed to answer the demands of the times.

In this case, it has not yet fully happened at PT. Virama Karya (Persero) Surabaya . The habit of working alone still stands out. Cooperation among co-workers has not happened as expected. Awareness of healthy competition among fellow employees is also not very visible, this is very good to increase the capacity and capability of employees.

The pattern of employee mutation has not been running effectively and consistently so there are there are still many employees who have served for a long time, this of course greatly affects their performance because it can lead to burnout. Promotion of positions also still encounters many obstacles, this is due to the limited available job opportunities so that there are still some employees who have been promoted but because there is no place or position for the employee concerned, they remain in their position or position. This is due to the disproportionate distribution of the workload among employees in the same position, causing dissatisfaction problems.

The purpose of this study was to determine the effect of organizational commitment and organizational culture on job satisfaction and employee performance at PT. Virama Karya (Persero) Surabaya, and to determine the effect of job satisfaction on Employee Performance at PT. Virama Karya (Persero) Surabaya.

LITERATURE REVIEW

Theoretical Basis

Management

Management is a process to achieve an organizational goal by working together with the people and resources owned by the organization (Pangestu et al., 2019). Management is a process to realize the desired goals (Yuliana, 2019).

Human Resource Management (HRM)

According to Dessler quoted by Andersson et al., (2019) in his book entitled Human Resource Management, said that HRM is the process of obtaining employees, providing training, appraisal, and compensation to employees, also creating relationships between coworkers, health, and well-being, safety, and justice issues.

Organizational Commitment

Organizational Commitment is a psychological bond between employees in the organization which is characterized by a strong belief in and acceptance of the goals and values of the organization, a willingness to fight for the interests of the organization, and a strong thirst to remain a member of the organization. (Sopiah, 2012).

Organizational culture

Organizational Culture has a major impact on the way employees perceive the organization, their responsibilities and commitments. Leaders directly influence subordinates through interactions and organizational culture (Chen, 2009).

Job satisfaction

Job satisfaction describes how individuals feel about their jobs. Jex (2012) describes job satisfaction as the degree of positive influence that employees have on their work and work environment. According to Jex, job satisfaction is related to employee attitudes towards work. This attitude occurs both cognitively and behaviorally. According to Rivai (2013), job satisfaction is an evaluation that describes how a person feels happy or unhappy, satisfied or dissatisfied at work.

Performance

Waldman (2011) shows that performance is a combination of behavior and the achievement of expected goals or part of the task requirements of everyone in the organization. Employee performance is the actual behavior of each employee based on work performance resulting from his role in the company (Rivai, 2013).

Effect Between Variables

The Effect of Organizational Commitment on Job Satisfaction

Organizational commitment is closely related to job satisfaction because employee behavior, such as organizational commitment will have an influence on individuals to identify, enter the company and sacrifice for organizational goals. Job satisfaction is influenced by organizational commitment, because high organizational commitment causes employees to be better at working in the company, enabling them to work well and comfortably with their co-workers. To be successful in the workplace, employees need a high level of organizational commitment to increase employee satisfaction (Newstrom, 2011).

The Effect of Organizational Commitment on Performance

4 Impact of organizational commitment on performance Commitment to work with the company cannot be separated from the form of the relationship between the employee⁴ and the work or position carried out by the employee to achieve the desired business goals of the company. In the world of work, a person's commitment to his profession and the organization he works for is often a very important issue. Some organizations even dare to include the element of commitment as one of the requirements for a position or position offered in job advertisements, showing the importance of commitment in the world of work. If the company's ability to manage its employees well leads to a strong commitment from employees to the company, then this condition is very good for achieving company goals, because with such conditions employees will be able to optimize their performance. Carsten and Spector in Sopiah & Syihabudin (2008:179) say that The higher the organizational commitment, the more impact it will have on employees stay in the organization and will always improve its performance.

The Effect of Organizational Culture on Job Satisfaction

A match between the corporate culture and the members of the organization that supports it leads to job satisfaction and encourages employees to better perform, i.e. stay in the company and have a long-term career. Therefore, every organization needs a strong organizational culture to improve job satisfaction and employee performance and improve the overall performance of the organization.

The Effect of Organizational Culture on Employee Performance

An organization has a good organizational culture when the culture that applies to the organization in question adopts good habits. As a result, many companies scramble to build organizational culture by making positive changes to improve their performance. The fit between an organizational culture and the organizational members who support it leads to job satisfaction, which in turn encourages better performance by employees. On the impact of organizational culture on performance, Armstrong in Sudarmanto (2014:182), organizational culture is a key component by creating a supportive work environment to improve performance and change management. Thus, how many experts in organizations and researchers with these results suggest that organizational culture has a beneficial effect

or influence on performance. long-term organizational effectiveness (Cameron & Quinn in Sudarmanto (2014:182)).

The Effect of Job Satisfaction on Employee Performance

Efforts to achieve job satisfaction are very important for both employees and organizations. Viewed from employees as individuals, job satisfaction is not only related to a pleasant job, but also related to happiness and health. From an organizational point of view, Employee job satisfaction is linked to productivity, and positive work behaviors can improve performance (Sunarta, 2019)

Conceptual Framework And Research Hypotheses

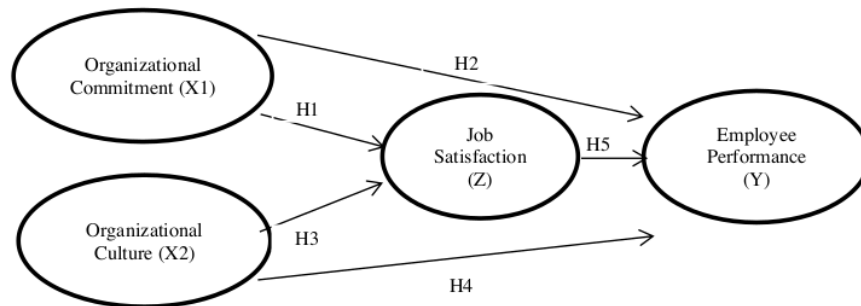


Figure 1 Conceptual Framework

Research Hypothesis

: Based on the problem formulation, literature review, and conceptual framework from the previous chapter, the hypotheses of this study are:

- H1: Organizational Commitment has a significant effect on job satisfaction at PT . Virama Karya (Persero) Surabaya.
- H2: Organizational Commitment has a significant effect on employee performance at PT Virama Karya (Persero) Surabaya.
- H3: Organizational culture has a significant effect on job satisfaction at PT . Virama Karya (Persero) Surabaya.
- H4: Organizational culture has a significant effect on employee performance at PT . Virama Karya (Persero) Surabaya.
- H5: Job satisfaction has a significant effect on employee performance at PT . Virama Karya (Persero) Surabaya.

RESEARCH METHODS

Research design

From the analysis prepared in this study, it can be seen that the method used in this study is a quantitative one. The type of research that researchers use is the type of explanatory research.

Research Location and Time

The location of this research is PT. Virama Karya (Persero) East Java branch. Jl Gayungsari X Number 30 Surabaya. The study was conducted by collecting data at PT. Virama Karya (Persero) Surabaya . The time in this study was carried out in June 2022 according to the research instrument.

Research Subject

The population in this study was the staff of PT Virama Karya (Persero) Surabaya with a total of 125 people. The sampling technique in this study is the total sample. The sample for this study was 125 employees of PT Virama Karya (Persero) Surabaya.

Research Variables and Operational Definitions

Organizational Commitment (X1)

Robbins & Judge (2012), Organizational commitment is defined as three dimensions, namely: affective commitment, continuous commitment and normative commitment. Indicators are: (a) emotional feelings and value beliefs about the organization, (b) perceived economic value of staying in the organization versus leaving the organization, (c) commitment to staying in the organization for moral or ethical reasons.

Organizational Culture (X2)

Robbins dan Judge (2011) believes that understanding the nature of organizational culture has five key characteristics, namely: (a) innovation and decision-making (innovation and risk-taking) with the courage to innovate and take risks, (b) attention to detail, clear job description dimensions and procedures used, (c) Results orientation, the dimension of goal setting and achieving results, (d) team orientation, the dimension of service to the team and focus on the team, (e) the dimension of stability and maintenance job stability and the ratio of growth to job stability.

Job Satisfaction (Z)

Job satisfaction is a personal matter. Everyone has varying degrees of satisfaction. Herzberg et al., (2005), four factors are believed to affect job satisfaction. Job satisfaction factors, namely: (1) psychological factors: related to employee psychology, (2) social factors: related to social interaction (3) physical factors: related to the physical condition of the working environment and the physical condition of employees. (4) Financial factors: related to the safety and welfare of employees.

Employee performance (Y)

According to Robbins (2016:260) performance indicators are tools to measure the extent to which employee performance is achieved. The following are some indicators to measure employee performance: (1) Quality: The employee's perception of the quality of the work performed (2) Quantity: The unit work product and the number of activity cycles completed by the employee. (3) Punctuality: finish work on time.

Data collection technique

The data collection technique used was a survey conducted using a questionnaire tool, which was distributed to respondents using Google Forms.

Hypothesis Testing Techniques and Data Analysis

Partial Least Square (PLS) Analysis

Data management in this study used partial least squares (PLS) analysis tools. This study used PLS to determine the relationship between latent variables consisting of job insecurity, organizational identity, organizational citizenship behavior, and job performance.

Analysis And Discussion Results

Partial Least Square Analysis

Model analysis using Partial Least Squares (PLS) using the Smart PLS program is interpreted as follows:

In the first round of experiments on PLS, it is known that there is an original sample estimate of the variable which is still below 0.5. Then a second experiment will be carried out by eliminating the original sample estimate of the variable which is still below 0.5 which can be seen in:

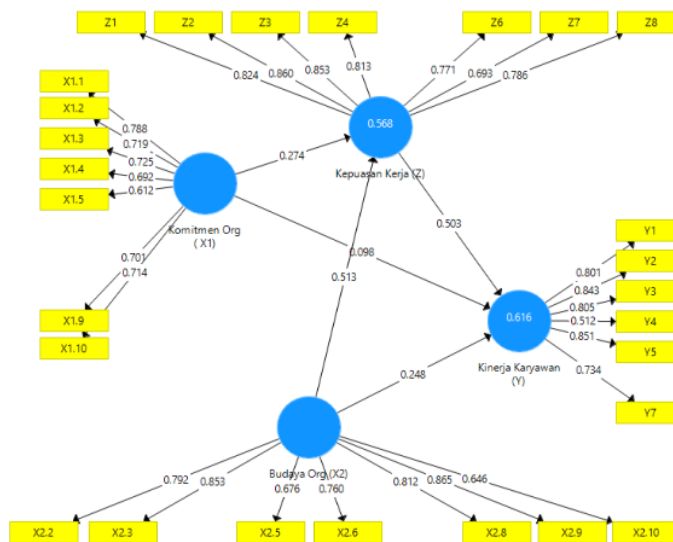


Figure 2 Second Experiment

Outer Model Evaluation

An Outer model, also often called an Outer relationship or measurement model, represents the relationship between the variable under study and its indicators.

Convergent Validity

To test for convergent validity, external loading or loading factor values were used. If a metric has a load factor value > 0.50 , the metric is declared in the good category as valid for convergence. The following are the external loading values of each indicator on the study variable:

Table 1 Test Validity (Convergent Validity)

Variable	Items	original sample estimate	Information
Organization ⁷ Commitment (X1)	X1.1	0.788	Valid
	X1.2	0.719	Valid
	X1.3	0.725	Valid
	X1.4	0.692	Valid
	X1.5	0.612	Valid
	X1.9	0.701	Valid
	X1.10	0.714	Valid
Organizational Culture (X2)	X2.2	0.792	Valid
	X2.3	0.701	Valid
	X2.5	0.676	Valid
	X2.6	0.760	Valid
	X2.8	0.812	Valid
	X2.9	0.865	Valid
	X2.10	0.646	Valid
Job Satisfaction (Z)	Z1	0.824	Valid
	Z2	0.860	Valid
	Z3	0.853	Valid
	Z4	0.813	Valid
	Z6	0.771	Valid
	Z7	0.693	Valid
	Z8	0.786	Valid
Employee Performance (Y)	Y1	0.801	Valid
	Y2	0.843	Valid
	Y3	0.805	Valid
	Y4	0.512	Valid
	Y5	0.851	Valid
	Y7	0.734	Valid

Source: Appendix 6, processed by researchers

According to the convergent validity test shown in Table 1 above, all the indicators in each indicator are declared as effective indicators for measuring the construct, so all indicators are practical or effective and can be used for further analysis, because All have convergent validity scores greater than 0.5.

1
Average Variance Extracted (AVE)

AVE is designed to test the reliability of construction variables. AVE is designed to determine whether the construct variable has a good discriminant validity score. If > 0.5, the AVE value is considered satisfactory. The results of the AVE test are shown in Table 2:

Table 2 AVE Value

	Average Variance Extracted (AVE)
Organizational Commitment (X1)	0.503
Organizational culture (X2)	0.602
Job Satisfaction (Z)	0.643
Employee Performance (Y)	0.588

Source: Appendix 6

The results of measuring the AVE values of the indicator blocks of the structure can be demonstrated to have good discriminant validity values, as the AVE values are > 0.5. This means that all construction variables are declared with good discriminant validity.

Discriminant Validity

Discriminant validity tests are described. The discriminant validity test aims to test the validity of the indicator block. Cross-loading scores were used for discriminant validity tests. When compared with other variables, the value of the cross-loading index of the variable is the largest, the index satisfies discriminant validity.

Table 3 Cross Loading

	Organizational Commitment (X1)	Organizational Culture (X2)	Job Satisfaction (Z)	Employee Performance (Y)
X1.1	0.788	0.651	0.488	0.509
X1.2	0.719	0.616	0.528	0.375
X1.3	0.725	0.612	0.471	0.412
X1.4	0.692	0.530	0.386	0.431
X1.5	0.612	0.438	0.358	0.310
X1.9	0.701	0.588	0.597	0.552
X1.10	0.714	0.586	0.544	0.555
X2.2	0.702	0.792	0.522	0.558
X2.3	0.696	0.853	0.556	0.571
X2.5	0.564	0.676	0.517	0.472
X2.6	0.588	0.760	0.600	0.552
X2.8	0.652	0.812	0.626	0.552
X2.9	0.693	0.865	0.682	0.631
X2.10	0.525	0.646	0.468	0.432
Z1	0.551	0.614	0.824	0.703
Z2	0.577	0.609	0.860	0.692
Z3	0.639	0.633	0.853	0.653
Z4	0.535	0.613	0.813	0.561

	Organizational Commitment (X1)	Organizational Culture (X2)	Job Satisfaction (Z)	Employee Performance (Y)
Z6	0.584	0.587	0.771	0.560
Z7	0.403	0.453	0.693	0.501
Z8	0.578	0.611	0.786	0.526
Y1	0.471	0.538	0.534	0.801
Y2	0.522	0.555	0.525	0.843
Y3	0.554	0.601	0.626	0.805
Y4	0.305	0.256	0.445	0.512
Y5	0.584	0.645	0.737	0.851
Y7	0.492	0.530	0.543	0.734

Source: Appendix 6, processed by researchers

As can be seen from the cross-loading values in Table 3 above, each indicator in the research variable has the largest cross-loading value relative to the cross-loading values of other variables. From the obtained results, it can be said that the indicators used in this study exhibited good discriminant validity in compiling their respective variables.

Composite Reliability

Composite reliability is the part used to test the reliability value of an indicator for a variable. If a variable has a composite reliability value > 0.70 , it can be declared composite reliability. Here are the composite reliability scores for each variable used in this study:

Table 4 Composite Reliability

	Composite Reliability
Organizational Commitment (X1)	0.876
Organizational culture (X2)	0.913
Job Satisfaction (Z)	0.926
Employee Performance (Y)	0.893

Source: Appendix 6

From the data in Table 4 above, it can be seen that the combined reliability score for all study variables is > 0.70 . These results show that composite reliability is satisfied for each variable, so it can be concluded that all variables are suitable for measuring the latent variables/constructs measured so that they can be used in further analysis.

Cronbach Alpha

The above composite reliability test can be strengthened by using Cronbach's alpha value. A variable can be declared reliable or satisfying Cronbach's alpha if its Cronbach's alpha value is > 0.6 . Here are the Cronbach alpha values for each variable:

Table 5 Cronbach Alpha

	Cronbach Alpha
Organizational Commitment (X1)	0.835
Organizational culture (X2)	0.887

Job Satisfaction (Z)	0.907
Employee Performance (Y)	0.853

According to the test results in the above table, it can be seen that the Cronbach alpha value of each research variable is > 0.60. Therefore, these results can show that each study variable satisfies the requirement of Cronbach's alpha value, leading to the conclusion that all variables have high reliability.

Inner Model Test

This study used partial least squares (PLS) analysis to test research hypotheses. Use the Smart PLS program. Here is an image of the proposed PLS model.

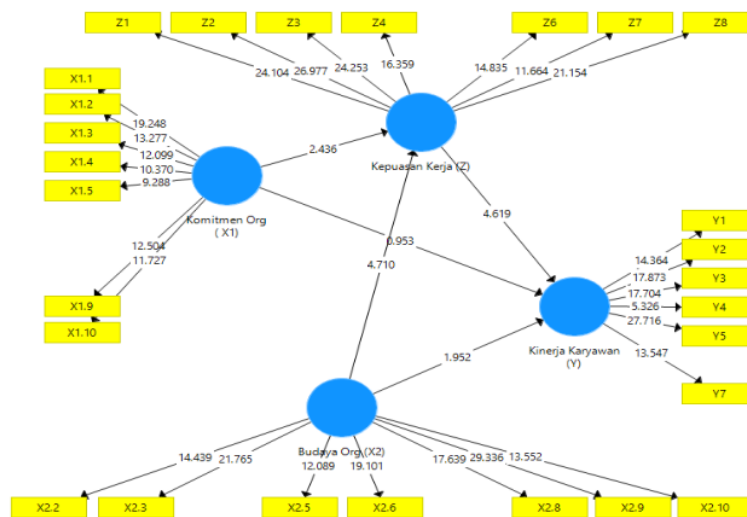


Figure 3 PLS Research Model

The intrinsic weight value results in Figure 3 above show that the variable job satisfaction (Z) is affected by the variables organizational commitment (X1) and organizational culture (X2), while the variable employee performance (Y) is affected by the variables organizational commitment (X1), Organizational culture (X2) and job satisfaction (Z), which are described in the following structural equations:

$$Z = 2,436 X1 + 4.710 X2$$

$$Y = 0.953 X1 + 1.952 X2 + 4.619 Z$$

Hypothesis test

To answer the research hypothesis, the t-statistic is shown in Table below:

Table 6 Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	Information
Organizational Commitment (X1) -> Job Satisfaction (Z)	0.274	0.270	0.113	2.436	Significant
Organizational Culture (X2) -> Job Satisfaction (Z)	0.513	0.513	0.109	4.710	Significant
Organizational Commitment (X1) -> Employee Performance (Y)	0.098	0.107	0.102	0.953	Not significant
Organizational Culture (X2) -> Employee Performance (Y)	0.248	0.242	0.127	1.952	Not significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.503	0.500	0.109	4.619	Significant

Source: Appendix 6

According to the results of the hypothesis testing, the following results are obtained:

- Organizational engagement has a significant effect on job satisfaction because the t-statistic value is 2.436, which is greater than 1.96.
- Organizational culture has a significant effect on job satisfaction, as the t-statistic value is 4.710, which means it is greater than 1.96.
- Organizational engagement has no significant effect on employee performance because the value of the t-statistic is 0.953, which is less than 1.96.
- Organizational culture has no significant effect on employee performance because the t-statistic is 1.952, which is less than 1.96.
- Job satisfaction has a significant effect on employee performance because the t-statistic value is 4.619, which means it is greater than 1.96.

Structural Model Testing (Inner Model)

When evaluating a model using PLS, first look at the R-squared for each dependent latent variable. Changes in the R-squared value can be used to assess the effect of certain independent latent variables on the dependent latent variable to determine whether it has a significant effect. For endogenous latent variables in structural models, an R² score of 0.75 indicates a "strong" model, an R² of 0.50 indicates a "moderate" model, and an R² of 0.25 indicates a "weak" model (Ghozali, 2016). The PLS output is as follows:

Table 7 R-Square Nilai Value

	R-Square
Job Satisfaction (Z)	0.568
Employee Performance (Y)	0.616

Source: Appendix 6

According to the results of the above R-squared test, it can be explained that the R² value of organizational engagement (X1) and organizational culture (X2) variables affecting job satisfaction (Z) variable is 0.568, indicating that the model is "moderate". While the variables that affect innovation output (Y) is organizational engagement (X1),

organizational culture (X2), and job satisfaction (Z) have an R value of 0.616, indicating that the model is "moderate". From Q², it can be seen that the applicability of the structural model is as follows:

$$\begin{aligned} Q^2 &= 1 - [(1 - R1) * (1 - R2)] \\ &= 1 - [(1 - 0.568) * (1 - 0.616)] \\ &= 1 - [(0.432) * (0.384)] \\ &= 1 - [0.165] \\ &= 0.835 \end{aligned}$$

The calculation result of Q² shows that the value of Q² is 0.898, indicating that the value of Q² belongs to the strong class. According to Ghazali (2016), the value of Q² can be used to measure how well the model produces observations and estimates parameters. Therefore, the predicted value of Q² of the model is considered to be correlated with the prediction.

Discussion

The Effect of Organizational Commitment on Job Satisfaction

According to the research results, it is found that organizational engagement affects job satisfaction, because the t-statistic value is 2.436, which means it is greater than 1.96, indicating that job satisfaction is affected by organizational engagement. Therefore, the hypothesis "Organizational Involvement has a significant effect on Job Satisfaction in PT. Virama Karya (Persero) Surabaya" was declared accepted and proved to be true. From the analysis results, it can be seen that the impact of organizational commitment on job satisfaction is significantly positive and significant, that is, there is a one-way impact, so it can be explained that the higher the organizational commitment, the higher the job satisfaction. Higher is employee job satisfaction at work, which is consistent with the study by Amilin & Rosita Dewi (2008), which noted that organizational engagement variables have a significant impact on job satisfaction variables.

The Effect of Organizational Culture on Job Satisfaction

According to the results of the study, it was found that organizational culture has a significant impact on job satisfaction, because the value of the t-statistic is 4.710, which is greater than 1.96, indicating that the job satisfaction of people who are organized by presence is affected by culture. Therefore, reading the hypothesis of "organizational culture" has a significant impact on PT's job satisfaction. Virama Karya (Persero) Surabaya" was declared accepted and proved to be true. The results of the hypothesis test proved that organizational culture has a significant positive or unidirectional effect on job satisfaction. This suggests that higher Corporate culture means that employees have higher job satisfaction with the organization. This is consistent with research by Primasheila et al., (2017) who found that organizational culture variables are closely related to improved employee job satisfaction.

The Effect of Organizational Commitment on Employee Performance

According to the research results, it is found that organizational commitment has no effect on employee performance, because the value of the t-statistic is 0.953, which is less

than 1.96, indicating that it does not affect employee performance. Commitment to the Organization's Presence. So the hypothesis that reads " Organizational Commitment does not have a significant effect on employee performance , at PT. Virama Karya (Persero) Surabaya ”, was declared not accepted. Based on the results of hypothesis testing that has been carried out, it is proven that Commitment Organization does not have a significant effect on employee performance, significantly in a positive direction. This positive or unidirectional direction can be interpreted that the higher the Organizational Commitment , the higher the employee's performance at work. By looking at these results, it is very important for PT. Virama Karya (Persero) Surabaya to create a high commitment by employees to the organization so that it will encourage employees to have high performance. This is in accordance with the research of Widodo (2017) which states that organizational commitment can significantly affect interest, tendency to stay, tendency to leave, and the efficacy of employee behavior in the organization, and its consequences on employee performance. The findings of this study are consistent with those of Indriyani (2014) and Widodo (2017), who found that organizational engagement has a significant impact on performance. However, this result is at odds with those of Titis (2021) and Murty & Gunasti (2012), which found that organizational engagement has no significant effect on employee performance.

The Effect of Organizational Culture on Employee Performance

According to the research results, it is found that organizational culture has no significant impact on employee performance, because the t-statistic value is 1.952, which is less than 1.96, indicating that employee performance The presence of employees does not affect organizational culture. Therefore, the assumption "Organizational culture has no significant effect on employee performance of PT. Virama Karya (Persero) Surabaya" is declared unacceptable. The results of the hypothesis test prove that organizational culture has no significant positive or unidirectional impact on employee performance, and this positive or unidirectional direction can be explained as the higher organizational culture, the higher the performance of employees. This study The results are consistent with Baskoro (2013) study, which states that companies with a culture that prioritizes customers, shareholders, and employees perform better than companies without these characteristics. The findings of this study are also consistent with Widodo (2017), who showed his findings that organizational culture has an impact on job satisfaction. These results also support research by Indriyani (2014), which demonstrated that organizational culture has a significant impact on job satisfaction.

The Effect of Job Satisfaction on Employee Performance

According to the results of the study, job satisfaction was found to have a significant impact on employee performance, as the value of the t-statistic was 4.710, i.e. greater than 1.96, indicating that employee performance may be affected by the presence of job satisfaction. Hence, the hypothesis that "job satisfaction has a significant effect on PT performance". Virama Karya (Persero) Surabaya”, declared acceptance and found to be true positive or unidirectional influence. This positive or unidirectional influence can be explained as higher job satisfaction is associated with higher job performance of employees.

The results of this study with Indriyani (2014), who demonstrated that job satisfaction has a significant positive effect on performance in his study, and these results also support the findings of Baskoro (2013), who found that job satisfaction has a significant positive effect on performance. Significant impact. Significant impact on performance.

Conclusions And Suggestions

Conclusion

According to the obtained analysis results, the following conclusions can be drawn: (1) The impact of organizational engagement on job satisfaction PT. Virama Karya (Persero) Surabaya. The direction of emerging effects is positive, meaning that higher organizational engagement is associated with higher job satisfaction. (2) Organizational culture affects the job satisfaction of PT. Virama Karya (Persero) Surabaya. The direction of impact is positive, that is, the higher the organizational culture, the higher the job satisfaction. (3) The organization undertakes not to affect the performance of the employees of PT. Virama Karya (Persero) Surabaya. The direction of influence of these two variables is positive, meaning that the higher the organizational engagement, the higher the employee's performance. (4) Organizational culture does not affect the performance of employees of PT. Virama Karya (Persero) Surabaya. The influence direction of these two variables is positive, which means that the higher the organizational culture, the higher the employee performance. (5) Job satisfaction affects employee performance PT. Virama Karya (Persero) Surabaya. The influence direction of these two variables is positive, that is, the higher the job satisfaction, the higher the employee performance.

Suggestion

Based on the results of the analysis and discussions conducted, the researchers made a number of recommendations that could help improve employee performance and further research. The recommendations are as follows: (1) PT Virama Karya (Persero) Surabaya expects to focus on organizational commitment, corporate culture, and employee job satisfaction in order to improve employee performance; (2) It is hoped that further research on the same topic can take advantage of other possible influences variables of employee performance levels to further develop the findings obtained in this study.

THE EFFECT OF ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT PT VIRAMA WORKS (PERSERO) SURABAYA

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