

Effect of Leadership and Organizational Culture to Employee Performance with Organizational Commitment as Mediation Variables on Jatayu Denpasar Earth Light Cooperation

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Abstract: Related to the performance of employees, based on preliminary research conducted in the Cooperative Light Earth Jatayu Denpasar, discovered a few things that the special problems of the services provided by the Cooperative, among others: 1) Pe service Against the Customer to the type and kind of savings are available less clear and less sympathetic so customers do not fully understand the explanation of employees. In addition there is also a note from the suggestion box that shows dissatisfaction of cooperative customers. This has clearly illustrated that poor employee performance. 2) Customers often complain to tellers about money withdrawal issues that cannot be cashed in time, but have been made in savings accounts. This is because there is a network system improvement and customers understand it, 3) Target credit that can not be achieved. This research was conducted on Jatayu Earth Jatayu Denpasar Cooperative Bali with the number of samples of 35 people determined by census method. This study uses a nalis Partial Least Square (PLS) with the calculation process assisted SmartPLS software application program. Analysis with PLS is used because the model used in this study is quite complicated and the respondents who are part of this research is less than 100 respondents.

Based on the results of the analysis shows that the culture of organization and leadership have a positive effect on organizational commitment at Jatayu Earth Light Cooperative Denpasar. Organizational culture and leadership have a positive effect on employee performance at Jatayu Earth Light Cooperative Denpasar. Organizational commitment take effect positive to performance employees at Jatayu Earth Light Cooperative Denpasar.

Keywords : organizational culture, leadership, organizational commitment, employee performance

1. INTRODUCTION

Human resource management plays an important role in a business. Management resource human is important

activities disebuah organization. Organizations need to *manage* human resources for reach the goal on effective, with always do investation for acceptance, selection and preservation of potential human resources no impact on perpindahan karyawan (Anisetal., 2003).

Related to the performance of employees, based on preliminary research conducted in the Koperasi Cahaya Bumi Jatayu Denpasar, discovered a few things that the special problems of the services provided by the Cooperative, among others: 1) Pe service Against the Customer to the type and kind of savings are available less clear and less sympathetic so customers do not fully understand the explanation of employees. In addition there is also a note from the suggestion box that shows dissatisfaction of cooperative customers. This has clearly illustrated that poor employee performance. 2) Customers often complain to *tellers* about money with drawal issues that cannot be cashed in time, but have been made in savings accounts. This is because there is a network *system* improvement and customers understand it, 3) Target credit that can not be achieved. Based on the description of the background and the results of research that has not been consistent so as to provide opportunities for researchers to review again Integration of organizational performance variables associated with leadership and Organizational Culture mediated by organizational commitment to Employee Performance in Koperasi Cahaya Bumi Jatayu Denpasar. Based on the foregoing it is the main problem in this research is s sa follows: Does leadership affect the organization's commitment to the Koperasi Cahaya Bumi Jatayu Denpasar?. Does organizational culture influence the organization's commitment to the Koperasi Cahaya Bumi Jatayu Denpasar?. Does leadership influence on employee performance at Koperasi Cahaya Bumi Jatayu Denpasar?. Does organizational culture influence on k inerja karyawan pada Koperasi Cahaya Bumi Jatayu Denpasar?. Does

organizational commitment employee performance on Koperasi Cahaya Bumi Jatayu Denpasar?

Based on the above formula, the research objectives are: To analyze and explain the leadership of the effect organic commitment of national Program on Earth Light Cooperative Jatayu Denpasar. To analyze and explain the influence of organizational culture on organizational commitment at Jatayu Bumi Cahaya Bumi Cooperative. To analyze and explain the influence of leadership on employee performance on Jatayu Earth Light Cahaya Denpasar. To analyze and explain the effect organizational culture on Koperasi Jatayu Denpasar. To analyze and explain the organization's commitment to effect as pada Koperasi Cahaya Bumi Jatayu Denpasar.

2. THEORY REVIEW

2.1 Understanding Employee Performance

Performance is a term derived from the words *Job Performance* or *Actual Performance* (achievement of work or achievement actually achieved someone). Performance (work performance) is "the work quality and quantity achieved by an employee in performing its duties in accordance with the responsibilities given to him" (Mangkunegara, 2007: 9). Employee performance is the mental attitude of the employees to carry out the work in accordance with the basic tasks, functions, and responsibilities charged both individually and in groups in the form of cooperation so as to encourage them to work harder and better, can minimize the errors and can perform the task right on time in accordance with the established plan (Suindrawan, 2010: 101).

2.2 Organizational Commitment

Organizational commitment is defined as "*The degree to which an employee identifies with a particular organization and its purpose, and a desire to maintain membership within the organization* (Robbins in Warji, 2009). Porter *et al.* (1973) defines organizational commitment as the relative power of an individual towards an organization and its involvement in a particular organization, characterized by three psychological factors: (1) a strong desire to remain a member of a particular organization; (3) Sure confidence and acceptance of organizational values and goals.

2.3 Organizational culture

Organizational culture is what employees perceive and how that perception can create patterns of beliefs, values and expectations (Gibson et al in Wuradji,

2009). Organizational culture is all the beliefs, feelings, behaviors and symbols that characterize an organization. More specifically, organizational culture is defined as the mutual views, ideals, beliefs, feelings, principles, expectations, attitudes, norms and values of all members of the organization (Lunerberg & Ornstein in Wuradji, 2009).

2.4 Leadership

Speaking of leadership will not be separated from who leads who is often called the leader. Leader (*leader*) are the people who build and move a person or group of people so that they will, commitment, and faithfully discharge the duties and responsibilities in achieving corporate objectives predetermined (Gorda, 2006: 157). Furthermore, it is formulated that this leadership is an activity to influence people to be directed towards the organization's goals (Thoha, 2006: 5).

Robbins, (2008: 342) states leaders set the direction by developing a vision of the future, then they unite people by communicating this vision and inspiring them to overcome obstacles.

Based on the above opinion it can be concluded that leadership is; nature, character, or how someone in an attempt to influence others or subordinates so that they work in accordance with the duties and responsibilities to achieve corporate goals previously set.

3. RESEARCH METHODS

This research was conducted on Jatayu Earth Jatayu Denpasar Cooperative Bali with the number of samples of 35 people determined by census method.

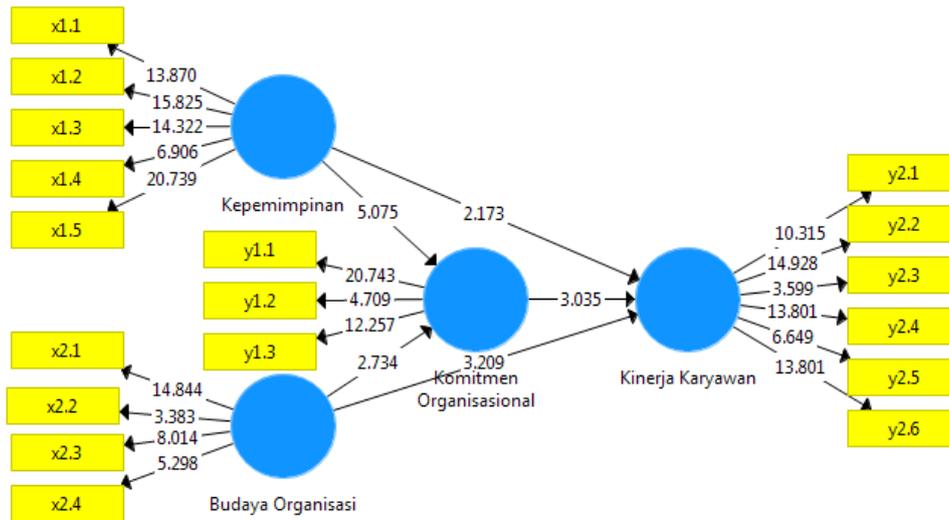
This study uses a *Partial Least Square (PLS)* with the calculation process assisted *SmartPLS software* application program. Analysis with PLS is used because the model used in this study is quite complicated and the respondents who are part of this research is less than 100 respondents.

4. RESULT AND DISCUSSION

4.1 Structural Model Testing (*Inner Model*)

Inner model or structural model testing is performed to see the relationship between variables, significant values and *R-square* of the research model. The structural model was evaluated by using *R-Square* for the t test dependent variable as well as the significance of the structural path parameter coefficients.

Figure 1. Structural Model (*Inner Model*)



Based on Figure 1 it is explained that the covariance of indicator measurements is influenced by latent constructs or reflects variations of unidimensional constructs depicted by elliptical shapes with multiple arrows from construct to indicator.

This model hypothesizes that changes in latent constructs affect changes in indicators. In the model there are two exogenous variables, leadership and organizational culture, and two endogenous variables, organizational commitment and employee performance.

Assessment of models with PLS begins by looking at R-Square for each dependent latent variable. Changes in R-square values can be used to assess the effect of certain

exogenous latent variables on endogenous latent variables that have substantive influences. The structural model is evaluated by taking into account the Q2 predictive relevance model that measures how well the observed value is generated by the model. Q2 is based on the coefficient of determination of all dependent variables. The quantity Q2 has a value of $0 < Q2 < 1$, the closer to the value of 1 means the model is getting better.

In this structural model there are two endogenous (dependent) variables, namely: organizational commitment (Y1) and employee performance (Y2). As for the coefficient of determination (R^2) of each dependent variable can be presented in Table 1

Table 1. R-Square value

Structural model	Dependent Variables	R-Square
1	Organizational Commitment	0.569
2	Employee performance	0.491
Calculation	$Q^2 = 1 - [(1-R1^2)(1-R2^2)]$ $= 1 - [(1-0,569)(1-0,491)]$ $= 1 - [(0,408)(0,431)]$ $= 1 - 0,1758 = 0.824$	

Source: Data processed

Based on Table 1 above, the result of evaluation of the structural model proved that the value of Q2 (0.824) is close to 1. Thus, the results of this evaluation provide evidence that the structural model has a very good goodness of fit model. It can be interpreted that the information contained in the 82.4 percent data can be explained by the model, while the remaining 17.6 percent is explained by errors and other variables not yet contained in the model.

4.2 Hypothesis Testing

Hypothesis testing is done by t-test on each lane of direct influence partially and indirect influence through mediation variable. Related to this test, the hypothesis testing can be selected to test the direct influence of the indirect effect test or the test of the mediation variable. In the following sections are described successively the test results of direct influence and testing of mediation variables.

1. Direct Effect Testing

The result of validity test of path coefficient on each path for direct effect and effect can be presented in Table 2 below.

Table 2. Direct Securities Testing Results

Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistic	Conclusion
Organizational Culture → Organizational	0.347	2,734	H1 accepted

Commitment			
Leadership → Organizational Command	0.586	5,075	H2 accepted
Organizational Culture → Employee Performance	0.326	3.209	H3 accepted
Leadership → Employee performance	0.292	2,173	H4 accepted
Organizational Commitment → Employee Performance	0.390	3.035	H5 accepted

Source: Source: Data is processed

1)

Hypothesis Testing 1: The influence of organizational culture on organizational commitment

Hypothesis 1 states that organizational culture has a positive and significant effect on organizational commitment. The test of the parameter coefficient between organizational culture and organizational commitment shows a positive relationship with coefficient value of 0.347 with a t-statistic value of 2.734. The statistical t value is above the critical value of 1.96, so (H₁): the influence of organizational culture on organizational commitment can be granted. It means that the better the organizational culture in the employee, the organizational commitment will also be higher or the lower the organizational culture, the organizational commitment will also be lower.

2) **Testing Hypothesis 2 : Leadership of organizational commitment**

Hypothesis 2 states that leadership has a positive and significant impact on organizational commitment. The test results on the parameter coefficient between leadership to organizational commitment showed a positive relationship with the value of coefficient of 0.586 with a t-statistical value of 5.075. The statistical t value is above the critical value of 1.96, so (H₂): the influence of leadership on organizational commitment can diertima. This means that the better the leadership of the Jatayu cooperative organizational commitment will also be higher or otherwise not good leadership then organizational commitment will also be lower.

3) **Hypothesis 3 Testing : Organizational Culture on employee performance**

Hypothesis 3 states that organizational culture has a positive and significant effect on employee performance. The test results on the parameter coefficient between organizational culture on employee performance showed a positive relationship with coefficient value of 0.326 with t-statistics of 3.209. The statistical t value is above the critical value of 1.96, so that (H₃): the influence of

organizational culture on employee performance can diertima. It means that the better the employee organization culture then the employee's performance will also be higher or otherwise bad organizational culture can affect the low performance of employees.

4) **Testing Hypothesis 4 : Leadership on employee performance**

Hypothesis 4 states that leadership has a positive and significant effect on employee performance. Result of test to coefficient of parameter between leadership to employee performance showed a positive relationship with coefficient value equal to 0,292 with t-statistic value equal to 2,173. The statistical t value is above the critical value of 1.96, so (H₄): the influence of leadership on employee performance can be assumed. This means that the better the leadership of employee performance will also be higher or vice versa the worse leadership can affect the low performance of the employee.

5) **Hypothesis 5 Testing : Organizational Commitment to employee performance**

Hypothesis 5 states that organizational commitment has a positive and significant effect on employee performance. The test result on the parameter coefficient between organizational commitment to employee performance showed a positive relationship with coefficient value of 0.390 with t-statistic value of 3,035. The statistical t value is above the critical value of 1.96, so (H₄): the effect of organizational commitment on the employee's performance is acceptable. This means that the better the organizational commitment, the employee performance will also be higher or the worse the organizational commitment will affect the low performance of the employees.

2. Testing of Mediation Variables

To facilitate the examination of mediation variables and to know the indirect effects in this study, the following analysis is performed as presented in Table 3 .

Table 3. Recapitulation of Mediation Variable Testing Results

No	Mediation Variable Organizational Commitment on	Effect				Information
		(A)	(B)	(C)	(D)	
1	Leadership (X ₁) → Employee Performance (Y ₂)	0.292 (Sig)	0.527 (Sig)	0.586 (Sig)	0.390 (Sig)	<i>Partial Mediation</i>
2	Organizational Culture (X ₁) → Employee Performance (Y ₂)	0.326 (Sig)	0.454 (Sig)	0.347 (Sig)	0.390 (Sig)	<i>Partial Mediation</i>

The information that can be obtained from Table 3 above is the result of testing the mediation variables that can be submitted are as follows:

1) Organizational commitment is able to mediate positively and significantly on the indirect influence of organizational culture on employee performance (Y₂). This result is shown from a mediation test conducted without effect C; D and A have significant value. The results of this test can be proven empirically. Based on these results can be interpreted, the higher the organizational commitment to employees in the cooperative Jatayu Denpasar, the higher the employee performance. Other information that can be delivered, the effect of organizational commitment mediation (Y₂) on the indirect effect of organizational culture (X₁) on employee performance (Y₂) is *partial mediation*. These findings provide clues, organizational commitment variables not as a key determinant of the influence of organizational culture on employee performance (Y₂)

2) Organizational commitment (Y₁) is able to positively and positively impact on the indirect influence of leadership (X₁) on employee performance (Y₂). This is indicated from the mediation test conducted, looks efek C; D and A have significant values. This test can be proven empirically. Based on these results can be interpreted, the higher the organizational commitment based on the better leadership, then the employee's performance will increase in Jatayu Denpasar cooperative. Information that can be conveyed, the effect of organizational commitment mediation on the indirect influence of leadership variables on employee performance (Y₂) is *partial mediation*. These findings provide clues, organizational commitment variables (Y₁) not as a key determinant of leadership influence (X₁) on employee performance (Y₂).

In order to know the overall effect for each relationship between the variables studied, it can be presented recapitulation of direct effects, indirect effects and effects to tal in Table 4 below.

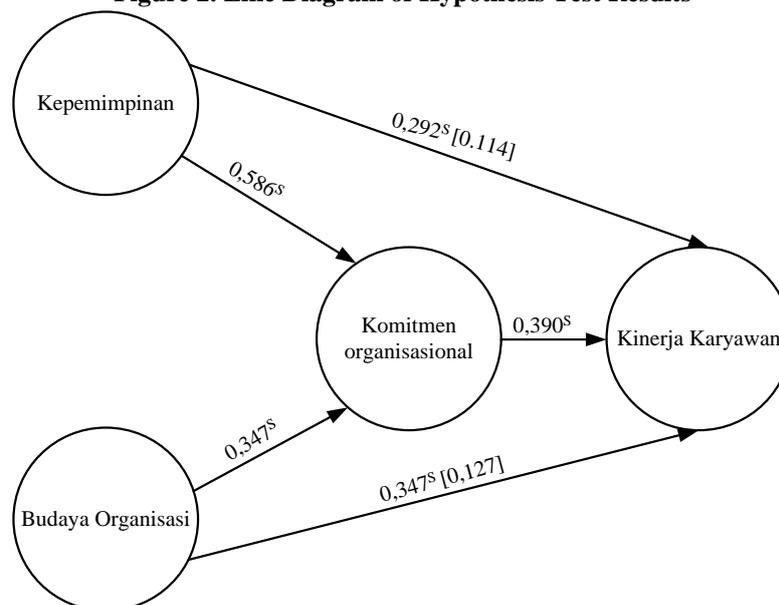
Table 4. Calculation of Direct, Indirect and Total Effects

No	Relationship Variable	Direct Effects	Indirect Effects	Total Effects
1	Leadership (X ₁) → organisional Commitment (Y ₁)	0.292	-	0.292
2	Leadership (X ₁) → Employee Performance (Y ₂)	0.586	0.114	-
3	Organizational culture (X ₂) → Organizationalcommitment (Y ₁)	0.347	-	0.347
4	Organizational culture (X ₂) → Employee Performance (Y ₂)	0.326	0.127	-
5	Organizational Commitment (Y ₁) → Employee Performance (Y ₂)	0.390	-	0.390

The information obtained from Table 4 above the medias effect of organizational commitment variable (Y₁) on the indirect influence of leadership (X₁) on employee performance (Y₂) is smaller, that is by path coefficient of 0.114 compared with the effect of media variable Organizational Commitment (Y₁) on the indirect effect of

organizational culture (X₂) on employee performance (Y₂) with the resulting path coefficient of 0.127. These findings provide a hint of a better organizational culture owned by every employee who works at the cooperative Cahaya Bumi Jatayu Denpasar can increase organizational commitment so that it can affect the performance of the better as well.

Figure 2. Line Diagram of Hypothesis Test Results



Information :
S = Significant

[¹] = Indirect effect of leadership mediation

[²] = Indirect effects of organizational culture mediation

Source: Data processed

Based on Figure 2 above can be explained that the leadership and organizational culture as well as directly increase the commitment of employees working in the company cooperative Cahaya Bumi Jatayu and ultimately increase its performance. In addition, other information that can be submitted by employees have a strong commitment in the organization that tend to be based on organizational culture that he believes to be able to produce better performance or higher than those based on leadership to improve employee performance

4.3 Research Discussion

1) The influence of Organizational Culture on organizational commitment onal at Cooperative Cahaya Bumi Jatayu Denpasar

The results of hypothesis testing states that organizational culture has a positive and significant impact on organizational commitment. This means that the better organizational culture that is owned by each employee is able to boost organizational commitment to employees who work in Jatayu Denpasar cooperative.

The culture of the organization is related to organizational commitment. According to Robbins and Judge (2015), one specific outcome of a strong organizational culture is the declining rate of employee turnover. The harmony of goals achieved between employees and organizations through culture will build an organizational commitment within the employee.

Research conducted by Chaterina and Intan (2012) proves and concludes that organizational culture has a positive and significant effect on organizational commitment. and according to research conducted Taurisa (2012) that organizational culture has a positive and significant impact on organizational commitment. Further research conducted by Zahariah Mohd Zain, Ishak, and Ghani (2009) proved that there is a relationship between organizational culture consisting of *team work, training and development, communication and reward recognition* towards organizational commitment. Another study examining the relationship between organizational culture and organizational commitment was also undertaken by Nongo & Ikyanyon (2012), the study found that engagement and adaptability significantly influenced commitment, while tension and mission concistence were not affected by commitment.

2) Influence Leadership on organizational commitment at Cooperative Cahaya Bumi Jatayu Denpasar

The results of hypothesis testing states that leadership has a positive and significant impact on organizational commitment. This means that the more leadership that is applied to the cooperative can boost organizational commitment to employees who work in

Jatayu Denpasar cooperative. The results of this study support the results of research found by

Leadership is able to cultivate the commitment of the people involved in an organization. Research History has proven that leadership role in building organizational commitment. Yeh and Hong (2012), as well as research conducted by Ahmadi *et al.* (2012) said that leadership has a significant positive effect on organizational commitment. Similarly, Fetus and Duggal (2015) in his study found that transformational leadership had a significant effect on organizational commitment. Faraz and Fatima (2014) and Ali *et al.* (2014) found that leadership style had a significant effect on organizational commitment. Similar research results were also found by Savas and Toprak (2014). Based on the research of John and Taylor (1999) it can be seen that *organizational commitment* (organizational commitment) will be higher under the leadership of full consideration / flexible. It menunju k right that a flexible leadership will make the employees will be more comfortable in the works so that in the end will make them more committed to their work. Meanwhile, leadership style has a positive and significant effect on organizational commitment (Savas and Toprak, 2014), Sarwar *et al.* (2015), Yates (2014). Organizational commitment is not significantly influenced by the leadership style (Ngadiman *et al.*, 2013).

3) The influence of organizational culture on performance employees at Jatayu Earth Light Cooperative Denpasar

The results of hypothesis testing states that organizational culture has a positive and significant impact on employee performance. This means that the better the organization's culture is owned by each employee is able to improve the performance of employees who work in Jatayu Denpasar cooperative.

Tjahjadi (2001) states that a strong organizational culture, will show a clear direction for employees to carry out their duties. Weak organizational culture tends to result in employees not having a clear orientation so choosing to walk on their own, as a result of organizational performance becomes not optimal. A strong culture can help organizational performance because it creates an extraordinary personality in employees. Some scholars claim that culture organization must developed to support the continuous improvement of employee performance, as it may affect the improvement of work performance and furthermore refers to the awareness of quality (Ojo, 2009). Davis in Sobirin (2002) states that "Organizational culture is a pattern of beliefs and values that are understood and *shared* by members of the organization so that the pattern gives its own meaning to the organization and the basis of the rules of behavior in the organization . "

Research conducted by Chaterina and Intan (2012) proves and concludes that the culture of the organization has a positive and significant impact on employee performance. Mahmudah (2011) conducted a study and stated that the personality, organizational culture and organizational commitment to the performance of medical personnel. Another study was also conducted by Uddin, *et al.* (2013) argue that organizational culture significantly affects employee performance and productivity in the context of a dynamic developing country.

4) Influence Leadership towards performance employees at Jatayu Earth Light Cooperative Denpasar

The results of hypothesis testing states that leadership has a positive and significant impact on employee performance. This means that the better leadership can improve performance on employees who work in Jatayu Denpasar cooperative.

Leadership leaders are shown and applied into a leadership style is one factor in the improvement of employee performance, because basically as the backbone of organizational development in encouraging, and affecting good morale to subordinates. For that the leader needs to think and show the right leadership style in its application. Leadership style is a pattern of behavior and strategy that is liked and often applied leader, by uniting organizational goals with the goals of individuals or employees, in order to achieve goals or goals that have become a shared commitment.

Suranta (2002); Rachmawati, Warella, and Hidayat (2006); Kusumawati (2008); Baihaqi (2010) has examined the leadership style on employee performance, then states that leadership style has a positive and significant influence on employee performance.

5) Influence Organizational commitment on performance employees at Jatayu Earth Light Cooperative Denpasar

The result of hypothesis testing stated that organizational commitment have positive and significant effect to employee's performance in cooperative Cahaya Bumi Jatayu Denpasar. This means that higher organizational commitment can improve employee performance. The results of this study support the results of research found by Chaterina and Intan (2012) membuktikan an and give the conclusion that organizational commitment has a positive and significant impact on employee performance. Research by Irawan Ciptodihardjo (2012) found that organizational commitment has a significant effect on performance. Other studies were also conducted by Memari, *at al.* (2013), research shows a positive relationship between organizational commitment and employee performance.

5. CONCLUSION AND ADVICE

5.1 Conclusion

Based on the results of the study, it can be concluded that the influence of Leadership and Organizational Culture on Employee Performance with Organizational Commitment as a mediation variable (on Jatayu Earth Jatayu Cooperative Denpasar) are as follows:

1. Organizational culture has a positive effect on organizational commitment in Jatayu Earth Jatayu Cooperative Denpasar, this means that the better organizational culture owned by employees then the organization's commitment will also increase. Similarly, the lower the organizational culture that employees have, the lower the organizational commitment.
2. Leadership positively affects organizational commitment in Jatayu Bumi Jatayu Cooperative Denpasar, this means as much as for leadership that run by superiors then organizational commitment to cooperative will also increase. Similarly, organizational commitment is low then organizational commitment to cooperatives will decrease.
3. Organizational culture has a positive effect on employee performance in Jatayu Bumi Jatayu Cooperative, this means that the better the organizational culture that is owned by the employee, the employees' performance in the cooperative will increase. Similarly, the lower the organizational culture the lower.
4. Leadership is influential positive against performance employees at the Jatayu Earth Light Cooperative Denpasar, this means the better the leadership of the cooperative, the higher the employee performance. Likewise, the lack of leadership in the cooperative then the performance of employees in the cooperative will decrease.
5. Organizational commitment take effect positive to performance employees at the Jatayu Earth Light Cooperative Denpasar, this means the higher the organization's commitment owned by an employee, it will also increase the performance of employees. Similarly, the lower the commitment of an employee's organization, the performance of employees will decrease semkain.

5.2 Limitations of Research

Limitations to be conveyed from this study are based on a relatively short research time (*cross-sectional*). This limitation certainly affects the low generalization of research, given the problems faced by employees are very different and dynamic from time to time. If the model is applied at other times and conditions it is possible to obtain different results. In addition to the development of indicators that are more relevant to use on each variable, as well as many factors as determinants of employee performance. It is considering an effort to improve performance results of the employee who is quite crucial in eras increasingly dynamic and uncertain.

5.3 Suggestion

Based on these conclusions, it can be suggested as follows:

1. In optimizing the performance of employees in the cooperative achievement of Light Earth Jatayu Denpasar should consider providing motivation to employees because it is not in accordance with a way of communicating for obtaining the highest rates. Thus, the leadership of the cooperative Light Earth Jatayu Denpasar otherwise inadequate. The results provide input for the company to pay attention to providing motivation to employees as well as taking into account the way of communicating that can improve employee performance.
2. Cultural organizations in cooperative Light Earth Jatayu Denpasar inadequate because of the involvement not in accordance with the existing reality because the highest average is in adaptability. The results provide input to provide a great opportunity for employees to get involved but it is also in order to improve the adaptability thus increasing employee performance.
3. For further research to replicate our model through a model approach to *longitudinal* (over time) and allow use on other companies. Moreover, it can modify our model by adding and developing indicators and other variables. This is based on that leadership, organizational culture, organizational commitment and organizational culture are many and differ from one another condition of organization.

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