
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

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

The approach used in this research is a quantitative approach. The type of research used by the researcher is the type of explanatory research. The sample population is 125 employees of PT Virama Karya (Persero) Surabaya. The sample selection technique in this research is total sampling. In this study, data collection was carried out using a questionnaire. Data management in this study uses the Partial Least Square (PLS) analysis tool.

The results of the analysis can be concluded that Organizational Commitment and Organizational Culture affect Job Satisfaction on PT.Virama Karya (Persero) Surabaya. But Organizational Commitment and Organizational Culture has no effect on Employee Performance in PT.Virama Karya (Persero) Surabaya. While Job Satisfaction has an effect on Employee Performance in PT.Virama Karya (Persero) Surabaya.

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

1. Introduction

Humans always play an active and dominant role in every organization, because humans are actors, determinants and planners in everything, so that an organization or company goal is formed. Increasing employee performance will provide progress for the company, therefore the main priority for the company is to maximize human resources owned in order to produce good and optimal performance. Robbins & Judge, (2016:397), said that performance is the result of an evaluation of the work done by individuals compared to the criteria that have been set together. Employee performance is generally influenced by two factors, namely internal and external factors. Internal factors are factors that come from employees' self-claims, which include job satisfaction and organizational commitment. Employee performance is the level of success in

carrying out their duties and responsibilities. While external factors are factors that come from outside the employees themselves which include leadership, work security and safety, and organizational culture.

The behavior of these employees is influenced by the environment in which they work which is shaped through organizational culture, where the existence of culture in an organization is expected to improve employee performance. One of the external factors that affect employee performance as previously mentioned is organizational culture. According to Soedjono (2010) organizational culture is the values that develop in an organization, where these values are used to direct the behavior of members of the organization. According to Handoko (2011:61), Job satisfaction can be defined as a pleasant or unpleasant emotional state in which employees view their work. Employees who are satisfied with their work and perceive their work as fun will tend to have good performance.

Organizational commitment is a situation in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization (Robbins and Judge, 2012) Commitment has been recognized as an important factor in determining the whole of an organization. Commitment is defined as a belief of one party that fostering a relationship with another party is an important matter that affects the optimal benefits obtained by both parties in a relationship (Kirana, 2019). The commitment of an employee to his organization can be an important instrument to improve the performance of the employee (Khan et al., 2010). If the employee's perception of the culture in an organization is good, the employee will feel satisfied with his job. Conversely, if the employee's perception of the culture in an organization is not good, then the employee tends to be dissatisfied with his job (Robbins and Judge, 2012). In addition to organizational culture and job satisfaction, another variable that affects employee performance is organizational commitment. Organizational commitment also has a relationship with 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 rates. The harmony of goals achieved between employees and the organization through culture will build an organizational commitment in employees.

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 in an effort to improve employee performance. In this case, organizational commitment, such as a sense of 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 in the usual ways (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 in order to increase the capacity and capability of employees.

The pattern of employee mutation has not been running effectively and consistently so there are still many employees who have been in their positions for a very 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 still remain in their position or position. This is due to the distribution of workloads that are less proportional or evenly distributed among employees in the same position so that it can cause dissatisfaction problems.

Based on the background that has been described, the purpose of this study is 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.

2. Literature Reviews

2.1 Management

Management is a process in order 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) .

2.2 Human Resource Management

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

2.3 Organizational Commitment

Organizational commitment is a psychological bond of employees in the organization which is characterized by a strong belief and acceptance of the goals and values of the organization, a willingness to strive for the achievement of the interests of the organization, a strong desire to maintain a position as a member of the organization (Sopiah, 2012).

2.4 Organizational culture

Organizational culture has a significant influence on how employees perceive their organization, their responsibilities and commitments. Leaders influence their subordinates both directly through interactions and also through organizational culture (Chen, 2009).

2.5 Job satisfaction

Job satisfaction describes an individual's feelings towards his job. Jex (2012) defines job satisfaction as "the level of a worker's positive affection towards work and work situations. According to Jex, job satisfaction is always related to the attitude of workers towards their work. This attitude takes place in cognitive and behavioral aspects. Meanwhile, according to Rivai (2013), job satisfaction Job evaluation is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work.

2.6 Performance

Waldman (2011) states that performance is a combination of behavior with the achievement of what is expected and the choice or part of the task requirements that exist in each individual in the organization. Employee performance is a real behavior that is displayed by each employee as work performance produced in accordance with his role in the company (Rivai, 2013).

2.7 Effect Between Variables

2.7.1 The Effect of Organizational Commitment on Job Satisfaction

Organizational commitment and job satisfaction have a close relationship that is intertwined, 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 in employees will work better in the company so that they are able to work well and comfortably with colleagues. the need for high organizational commitment among employees in order to succeed at work fosters satisfaction in employees (Newstrom, 2011).

2.7.2 The Effect of Organizational Commitment on Performance

Work commitment in the company cannot be separated from the form of the relationship between the employee and the job or profession where the employee works in order to achieve the business goals desired by the company. In the world of work, a person's commitment to his profession and the organization where he works is often a very important issue. Some organizations even dare to include the element of commitment as one of the requirements to hold positions or positions offered in job advertisements, this shows the importance of commitment in the world of work. If the company's ability to manage its employees well will lead to a strong commitment from its employees to the company, conditions like this are very good in order to achieve company goals, because with conditions like this 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.

2.7.3 The Effect of Organizational Culture on Job Satisfaction

Conformity between organizational culture and organizational members who support it will lead to job satisfaction, thus encouraging employees to improve performance for the better, namely staying in one company and having a long-term career. Therefore, a strong organizational culture is needed by every organization so that job satisfaction and employee performance increase so that it will improve overall organizational performance.

2.7.4 The Effect of Organizational Culture on Employee Performance

An organization has a good organizational culture, if the culture that applies to the organization concerned applies good habits. Therefore, many companies are competing to build organizational culture by making positive changes to improve their performance. Conformity between organizational culture and organizational members who support it will lead to job satisfaction, thus encouraging employees to improve performance for the better. In relation to the influence 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 good effect or influence on performance. Organizational effectiveness in the long term (Cameron & Quinn in Sudarmanto (2014:182)).

2.7.5 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 related to productivity, positive work behavior can improve performance (Sunarta, 2019)

2.8 Conceptual Framework And Research Hypotheses

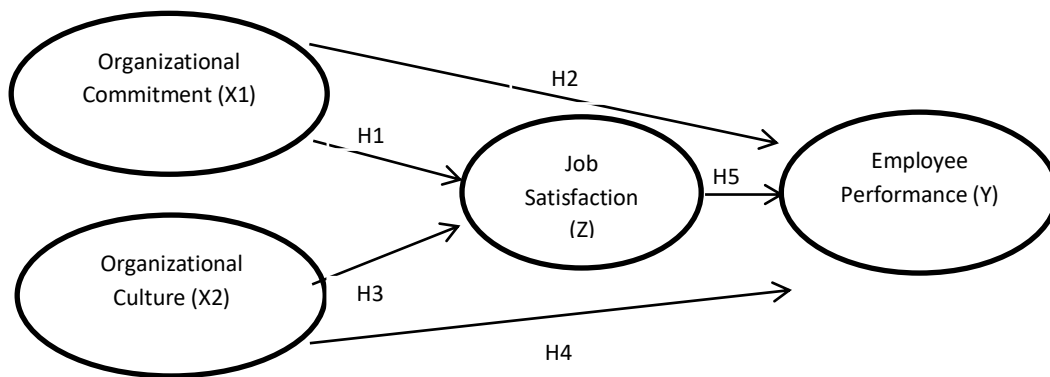


Figure 1 Conceptual Framework

2.9 Research Hypothesis

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

Employees with high organizational commitment can cause their job satisfaction to increase further, job satisfaction will be better when in an organization the workers have high organizational commitment in the organization, so they can work well and comfortably (Luthans, 2012). Job satisfaction is influenced by organizational commitment, because high organizational commitment in employees will work better in the company so that they are able to work well and comfortably with colleagues. the need for high organizational commitment among employees in order to succeed in work fosters satisfaction in employees (Newstrom, 2011)

H1: Organizational Commitment has a significant effect on job satisfaction at PT. Virama Karya (Persero) Surabaya.

Carsten and Spector in Sopiah (2008:179) say that the higher the organizational commitment, the higher the impact on employees, will remain in the organization and will always improve their performance. If the company's ability to manage its employees well will lead to a strong commitment from its employees to the company, conditions like this are very good in order to

achieve company goals, because with conditions like this employees will be able to optimize their performance.

H2: Organizational Commitment has a significant effect on employee performance at PT. Virama Karya (Persero) Surabaya.

Kotter and Heskett (Sutanto, 2002: 129) reveal that a strong organizational culture will trigger employees to think, behave, and act in accordance with organizational values. Conformity between organizational culture and organizational members who support it will lead to job satisfaction, thus encouraging employees to improve performance for the better, namely staying in one company and having a long-term career. Therefore, a strong organizational culture is needed by every organization so that job satisfaction and employee performance increase so that it will improve overall organizational performance.

H3: Organizational culture has a significant effect on job satisfaction at PT. Virama Karya (Persero) Surabaya.

Conformity between organizational culture and organizational members who support it will lead to job satisfaction, thus encouraging employees to improve performance for the better. In relation to the influence 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 good effect or influence on organizational effectiveness in the long term (Cameron & Quinn in Sudarmanto, 2014: 182).

H4: Organizational culture has a significant effect on employee performance at PT. Virama Karya (Persero) Surabaya.

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 related to productivity, positive work behavior can improve performance (Sunarta, 2019).

H5: Job satisfaction has a significant effect on employee performance at PT. Virama Karya (Persero) Surabaya.

3. Research Methods

3.1 Research design

Based on the analysis built in this study, it can be seen that the approach used in this study is a quantitative approach. The type of research used by the researcher is the type of explanatory research.

3.2 Research Location and Time

The location of this research is PT. Virama Karya (Persero) East Java branch. The research 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.

3.3 Research Subject

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

3.4 Research Variables and Operational Definitions

3.4.1 Organizational Commitment (X1)

Robbins & Judge (2012) defines organizational commitment into three dimensions, namely: Affective Commitment, Continuance Commitment and Normative Commitment. The indicators are: (a) Emotional feelings for the organization and belief in values, (b) The perceived economic value of staying in an organization compared to leaving the organization, (c) The obligation to remain in the organization for moral or ethical reasons.

3.4.2 Organizational Culture (X2)

Robbins dan Judge (2011) argues that there are five primary characteristics to understand the nature of organizational culture, namely: (a) Innovation and decision making (Innovation and risk taking) with the dimensions of having innovativeness and the courage to take risks, (b) Attention to detail with clear job description dimensions and procedures used, (c) Outcome orientation, the dimensions of the goals set and the results achieved, (d) Team orientation, the dimensions of service to the team and attention to the team, (e) Stability with the dimensions of maintaining work stability and the ratio of growth to work stability.

3.4.3 Job Satisfaction (Z)

Job satisfaction is an individual thing. Each individual has a different level of satisfaction. Herzberg et al., (2005) argues that there are four factors that affect one's job satisfaction. Factors in job satisfaction, namely: (1) Psychological factors: Associated with employee psychology, (2) Social factors: Related to social interaction (3) Physical factors: Related to the physical condition of the work environment and the physical condition of employees. (4) Financial factors: Related to employee security and welfare.

3.4.5 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: Employee's perception of the quality of the work produced (2) Quantity: Unit work results and number of activity cycles completed by employees. (3) Punctuality: Punctuality in completing work.

3.5. Data collection technique

The data collection technique used is a survey with a questionnaire instrument distributed to respondents using the Google Form.

3.6 Hypothesis Testing Techniques and Data Analysis

The data management in this research uses Partial Least Square (PLS) analysis tool. This study uses PLS to determine the relationship between latent variables consisting of Job Insecurity,

Organizational Identification, Organizational Citizenship Behavior, and Job Performance.

4. Analysis and Discussion Results

4.1 Partial Least Square Analysis

Model analysis using Partial Least Square (PLS) using the Smart. program PLS is explained 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:

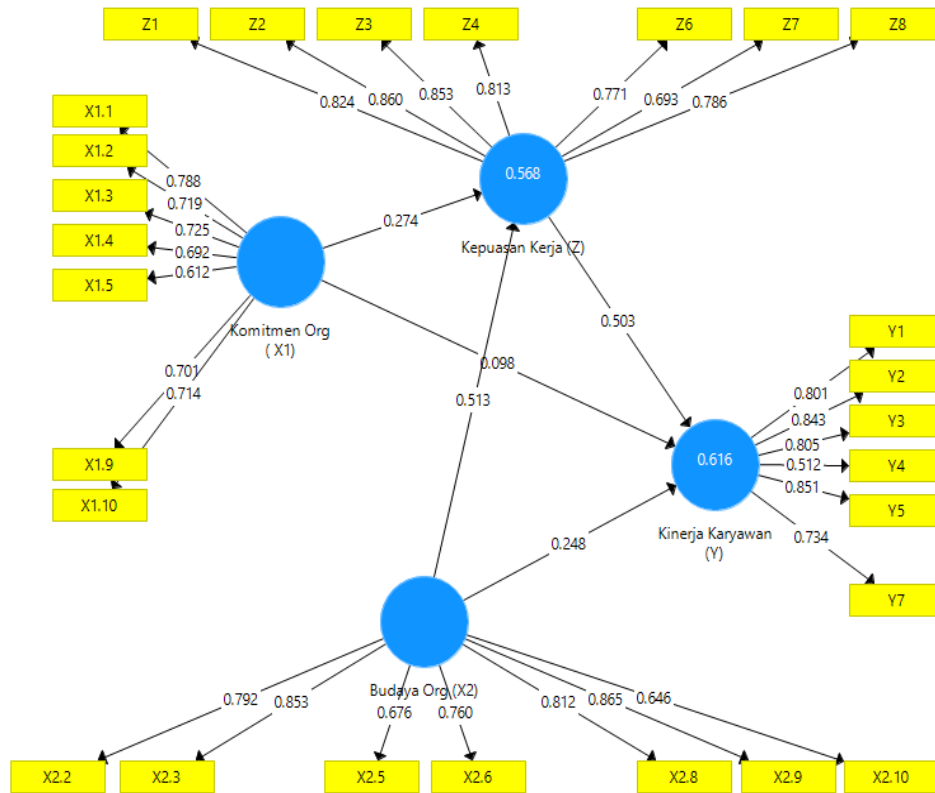


Figure 2 Second Experiment

4.1.1 Outer Model Evaluation

Outer model is often also called (outer relation or measurement model) specifying the relationship between the variables studied and their indicators.

4.1.2 Convergent Validity

To test convergent validity, the outer loading or loading factor values are used. An indicator is declared to meet convergent validity in a good category if it has a loading factor value > 0.50. The following is the value of the outer loading of each indicator on the research variable:

Table 1 Test Validity (Convergent Validity)

Variable	Items	original sample estimate	P-Values	Information
Organizational Commitment (X1)	X1.1	0.788	0.000	Valid
	X1. 2	0.719	0.000	Valid
	X1.3	0.725	0.000	Valid
	X1.4	0.692	0.000	Valid
	X1. 5	0.612	0.000	Valid
	X1. 9	0.701	0.000	Valid
	X1. 10	0.714	0.000	Valid
Organizational Culture (X2)	X2.2	0.792	0.000	Valid
	X2.3	0.701	0.000	Valid
	X2.5	0.676	0.000	Valid
	X2.6	0.760	0.000	Valid
	X2.8	0.812	0.000	Valid
	X2.9	0.865	0.000	Valid
	X2.10	0.646	0.000	Valid
Job Satisfaction (Z)	Z1	0.824	0.000	Valid
	Z2	0.860	0.000	Valid
	Z3	0.853	0.000	Valid
	Z4	0.813	0.000	Valid
	Z6	0.771	0.000	Valid
	Z7	0.693	0.000	Valid
	Z8	0.786	0.000	Valid
Employee Performance (Y)	Y1	0.801	0.000	Valid
	Y2	0.843	0.000	Valid
	Y3	0.805	0.000	Valid
	Y4	0.512	0.000	Valid
	Y5	0.851	0.000	Valid
	Y7	0.734	0.000	Valid

Source: Appendix 6, processed by researchers

Based on the convergent validity test shown in Table 1 above, it is known that all indicators in each are declared valid as a measuring tool for the construct so that all indicators are feasible or valid to be used and can be used for further analysis, because all of them have convergent validity values above 0.5.

4.1.3 Average Variance Extracted (AVE)

Validity test is the level of accuracy of the research measuring instrument about the actual content being measured. Item validity analysis aims to test whether each question item is really valid, at least we can establish a high level of closeness between the data obtained and what we

believe in the measurement. AVE aims to test the reliability of the construct variable. AVE aims to determine that the construct variable has a good discriminant validity value. The AVE value is declared satisfactory if > 0.5 . The results of the AVE test are shown in Table 2 as follows:

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 the AVE value for the indicator block that measures the construct can be declared to have a good discriminant validity value because the AVE value is > 0.5 . This means that all construct variables are declared to have good discriminant validity.

4.1.4 Discriminant Validity

Discriminant validity test will be described. The discriminant validity test aims to test the validity of the indicator block. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the value of the cross loading indicator on the variable is the largest compared to other variables.

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
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

The value of cross loadings in Table 3 above can be seen that each indicator in the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

4.1.5 Composite Reliability

Composite Reliability is the part that is used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.70. The following is the composite reliability value of 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

Based on the data presented in Table 4 above, it can be seen that the composite reliability value of all research variables is > 0.70 . These results indicate that each variable has met composite reliability so that it can be concluded that all variables are adequate in measuring the measured latent variables/constructs so that they can be used in further analysis.

4.1.6 Cronbach Alpha

The reliability test with composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or fulfills cronbach alpha if it has a cronbach alpha value > 0.6 . The following is the Cronbach alpha value of 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

Based on the test results in the table above, it can be seen that the Cronbach alpha value of each research variable is > 0.60 . Thus these results can indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4.1.7 Inner Model Test

In this study, to test the research hypothesis, Partial Least Square (PLS) analysis was used. with the Smart PLS program. Here is a picture of the proposed PLS model.

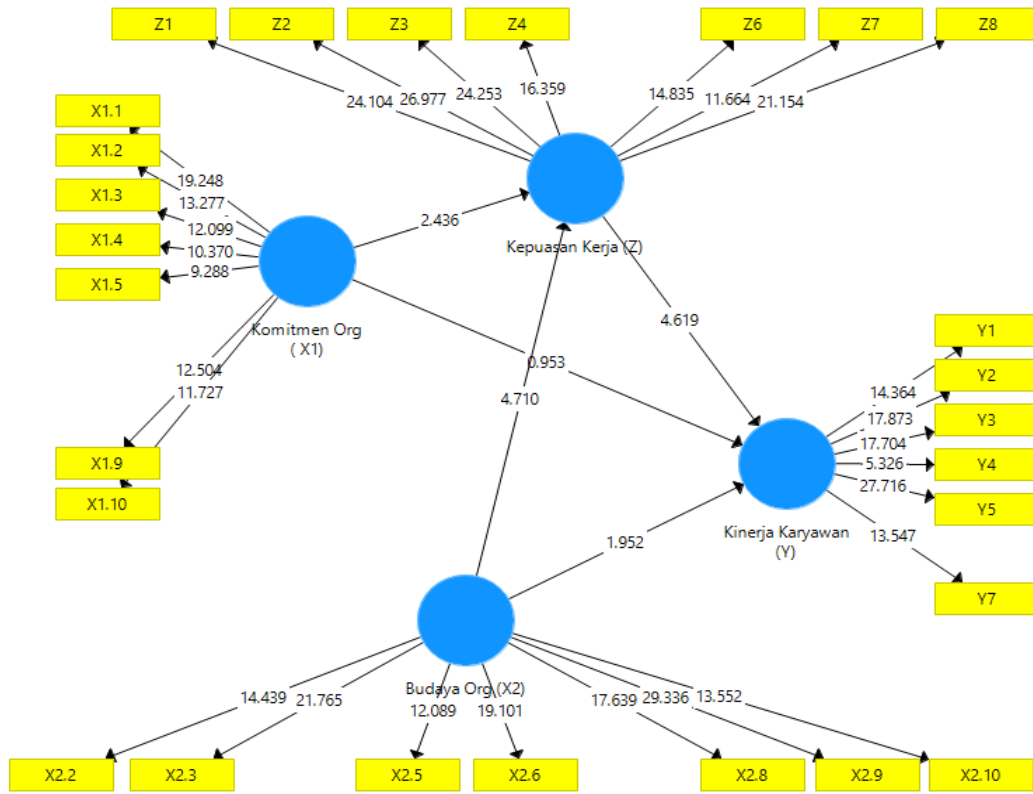


Figure 3 PLS Research Model

The results of the inner weight value in Figure 3 above show that the Job Satisfaction variable (Z) is influenced by the variable Organizational Commitment (X1) and Organizational Culture (X2) while the Employee Performance variable (Y) influenced by variable Organizational Commitment (X1), Organizational Culture (X2), and Job Satisfaction (Z) which are described in the structural equation below:

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

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

4.1.8 Hypothesis test

To answer the research hypothesis, the t-statistics can be seen in Table 6 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

Based on the results of hypothesis testing, the following results were obtained: (a) Organizational Commitment has a significant effect on Job Satisfaction, because the T statistic value is 2.436 , which means it is greater than 1.96. (b) Organizational Culture has a significant influence on Job Satisfaction, because the T statistic value is 4.710 , which means it is greater than 1.96. (c) Organizational Commitment does not have a significant effect on Employee Performance, because the value of T statistic is 0.953 which means it is smaller than 1.96. (d) Organizational Culture has no significant effect on Employee Performance, because the T statistic value is 1.952 which means it is smaller than 1.96. (e) 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.

4.1.9 Structural Model Testing (Inner Model)

In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable. Changes in the R-Square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. For endogenous latent variables in structural models that have R2 results of 0.75 indicating that the model is "strong", R2 of 0.50 indicates that the model is "moderate", R2 of 0.25 indicates that the model is "weak" (Ghozali, 2016). The PLS output is as described below:

Table 7 R-Square Nilai Value

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

Source: Appendix 6

Based on the results of testing the R-Square value above, it can be interpreted that the variable Organizational Commitment (X1) and Organizational Culture (X2) that affect the Job Satisfaction variable (Z) has an R2 value of 0.568 which indicates that the model is "moderate". While the variable Organizational Commitment (X1), Organizational Culture (X2), and Job Satisfaction (Z) which affects the Innovation Output variable (Y) has an R value of 0.616 which indicates that the model is "moderate". The suitability of the structural model can be seen from Q^2 , 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 results of the calculation of Q2 show that the value of Q2 is 0.898 which indicates that the value of Q2 is in the "strong" category. According to Ghazali (2016), the value of Q2 can be used to measure how well the observed values are generated by the model and also the estimated parameters. So the value of Q2 predictions made by the model is considered to have predictive relevance.

4.2 Discussion

4.2.1 The Effect of Organizational Commitment on Job Satisfaction

Based on the research, it is known that commitment has an effect on work goals, because it is 2,436 which means it is greater than 1.96 which indicates that work can be determined by the presence of commitment. Then the hypothesis that reads "Organizational Commitment has a significant effect on work objectives at PT. Virama Karya (Persero) Surabaya", was accepted and proven to be true. From the results of the analysis it is evident that Organizational Commitment has a significant effect on activities in a significant positive direction which means that organizational commitment means the higher the employee's job satisfaction at work. The results of this study are supported by research from Amilin & Rosita Dewi (2008) which states that the organizational commitment variable has a significant effect on the job satisfaction variable. From the results of the analysis and supporting references, it can be said that PT. Virama Karya (Persero) Surabaya to be able to improve Employee Work must pay attention to the Organizational Commitment that exists in the company. Steps that can be taken to create good Organizational Commitment are to create a bonus program for employees who successfully

achieve the target, hold competitions, hold audiences between management and employees, etc. It aims to increase the sense of belonging by employees, so that they continue to be committed and satisfied in working at PT. Virama Karya (Persero) Surabaya

4.2.2 The Effect of Organizational Culture on Job Satisfaction

Based on the results of the study, it is known that organizational culture has a significant effect on work goals, because the T statistic value is 4.710, which means it is greater than 1.96 which indicates that activities can be influenced by the existence of organizational culture. So that the hypothesis that reads "Organizational Culture" has a significant effect on work objectives at PT. Virama Karya (Persero) Surabaya", was accepted and proven to be true. The results of hypothesis testing prove that organizational culture has a significant effect on work with a positive or unidirectional effect. This shows that the higher the organizational culture that occurs as a result of work, the higher the employee's job satisfaction with the organization. This is supported by research of Primasheila et al., (2017) which states that organizational culture variables have a strong relationship to increasing employee job satisfaction. From the results of the analysis and supporting references, it can be said that PT. Virama Karya (Persero) Surabaya to be able to improve Employee Work must pay attention to the Organizational Culture that exists in the company. Steps that can be taken to create a good organizational culture are by creating in the workplace (treating and giving equal wages to every employee), verbal and non-verbal employee motivation and appreciation, creating harmonious and harmonious communication between leaders and employees. This is done to create a good organizational culture in the organization, so that they feel comfortable and satisfied in working at PT. Virama Karya (Persero) Surabaya.

4.2.3 The Effect of Organizational Commitment on Employee Performance

Based on the results of the study, it was found that Organizational Commitment has no effect on Employee Performance, because the T statistic value of 0.953 which means it is smaller than 1.96, which indicates that Employee Performance, cannot be influenced by the presence of Organizational Commitment. So the hypothesis which reads "Organizational Commitment has no significant effect on Employee Performance, at PT. Virama Karya (Persero) Surabaya", is declared not accepted. Based on the results of hypothesis testing that has been done, it is proven that Organizational Commitment has no significant effect on Employee Performance, significantly in a positive direction. This positive or indirectional 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 Widodo (2017) which states that organizational commitment can significantly affect interest, tendency to stay, tendency to leave, and efficacy of employee behavior in the organization, and its consequences on employee performance. From the results of the analysis and supporting references, it can be concluded that PT. Virama Karya (Persero) Surabaya to be able to improve employee performance must pay attention to organizational commitment in the company. Steps that can be taken to create good organizational commitment to improve employee performance are to create a harmonious atmosphere in the work environment with good communication between leaders and employees, foster a sense of

love and pride for the company, and give awards for achievements. It aims to increase the sense of belonging by employees to the organization, so that employee performance can increase at PT. Virama Karya (Persero) Surabaya

4.2.4 The Effect of Organizational Culture on Employee Performance

Based on research based on organizational research, it does not have a significant effect on employee performance, because the T statistic value is 1.952 which means it is smaller than 1.96 which indicates that employee performance cannot be influenced by the presence of organizational culture. So the hypothesis that reads "Organizational Culture has no significant effect on Employee Performance at PT. Virama Karya (Persero) Surabaya", was declared not accepted. The results of hypothesis testing prove that Organizational Culture has no significant effect on positive or unidirectional effects. A positive or unidirectional direction can be interpreted that the higher the Organizational Culture, the higher the employee's performance at work. The results of this study are supported by research by Baskoro (2013) which states that companies with cultures that put customers, shareholders and employees first, are better off than those without these characteristics. The results of this study are also supported by the findings of Widodo (2017) which shows the results of his research that organizational culture has an effect on job satisfaction. From the results of the analysis and supporting references, it can be said that PT. Virama Karya (Persero) Surabaya to be able to improve employee performance must pay attention to the organizational culture that exists in the company. Steps that can be taken to create a good organizational culture are to motivate and appreciate employees in the workplace and create harmonious communication between leaders and employees. This is done to create a good organizational culture in the organization, so that employee performance increases at PT. Virama Karya (Persero) Surabaya.

4.2.5 The Effect of Job Satisfaction on Employee Performance

Based on the research, it was found that work has a significant effect on employee performance, because the T statistic value is 4.710, which means it is greater than 1.96 which indicates that employee performance can be influenced by work goals. So that the hypothesis that reads "Job Satisfaction has a significant effect on performance at PT. Virama Karya (Persero) Surabaya", was accepted and proven to be true. The test results prove that work has a significant effect on employee performance with a positive or unidirectional influence, which means that the higher job satisfaction, the higher the employee's performance at work. The results of this study are in line with the findings of Indriyani (2014) which proves in his research that job satisfaction partially affects significant positive on performance. These results also support the results of Baskoro (2013) research which found that job satisfaction has a significant effect on performance. From the results of the analysis and supporting references, it can be said that PT. Virama Karya (Persero) Surabaya to be able to improve employee performance must pay attention to employee work goals. Steps that can be taken to increase job satisfaction are to encourage employees, leaders are willing to accept employee suggestions well, give responsibility according to employee abilities, give to employees, etc. This is done to create employee satisfaction at work, so that employee performance can increase at PT. Virama Karya (Persero) Surabaya.

5. Conclusions And Suggestions

5.1 Conclusion

Based on the results of the analysis obtained, the following conclusions can be drawn: (1) Organizational Commitment effect on Job Satisfaction PT.Virama Karya (Persero) Surabaya. The direction of influence that occurs is Positive, which means the higher the Organizational Commitment the higher the Job Satisfaction. (2) Organizational Culture has an effect on Job Satisfaction on PT.Virama Karya (Persero) Surabaya. The direction of influence that occurs is positive, which means the higher the Organizational Culture, the higher the Job Satisfaction. (3) Organizational Commitment is not effect on Employee Performance at PT.Virama Karya (Persero) Surabaya. The direction of the influence of these two variables is positive, which means it shows that the higher the Organizational Commitment, the higher the Employee's Performance will be. (4) Organizational Culture has no effect on Employee Performance at PT.Virama Karya (Persero) Surabaya. The direction of the influence of these two variables is positive, which means it shows that the higher the Organizational Culture, the higher the Employee's Performance will be. (5) Job Satisfaction has an effect on Employee Performance PT.Virama Karya (Persero) Surabaya. The direction of the influence of these two variables is positive, which means it shows that the higher the Job Satisfaction, the higher the Employee's Performance will be. So when PT. Virama Karya (Persero) Surabaya wants to improve employee performance, must pay attention to organizational commitment, organizational culture and employee work goals. Companies can do various things such as encouraging employees, giving responsibilities according to employees' abilities, providing training to employees, etc.

5.2 Suggestion

Based on the results of the analysis and discussion conducted, the researcher provides several suggestions that can contribute to improving employee performance and for further research. The suggestions are as follows: (1) It is expected that PT Virama Karya (Persero) Surabaya pays attention to Organizational Commitment, Organizational Culture and Employee Job Satisfaction in order to increase Employee Performance; (2) It is hoped that further research that wants to research on the same topic can use other variables that can affect the level of employee performance so as to develop the research results that have been obtained in this study.

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